

The Manchester Global Executive MBA

Core Course: **The Reflective Executive**

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The University of Manchester
Alliance Manchester Business School

Business and management executives can no longer just rely on intuition and past experience for dealing with today's challenges and maintaining the multiple relationships they have responsibility for. They need to be more reflective in deciding-matters and more reflective on self. This course focuses on the former, the capability of reflection-in-action, and how it can be enriched with practical ideas and tools.

Experience shows decision-making at senior level (and any level) is rarely as simple as just weighing up things and deciding the optimum solution. Decisions involve values, and management is about making multi-valued choices that need reflective consideration in discourse with others before deciding on action. This course will help you to enrich this capability through experiential learning and reflective practise in your workplace.

Topics to enrich your knowledge of reflection-in-action include reflective practice and professional judgment, deliberation, intuition, and contemplation (the role of the unconscious), and the nature of empirical inquiry.

Materials to enrich your capability to reflect-in-action include practical frameworks and tools to develop your skills in navigating complex decision situations and orchestrating decision processes with others.

Advanced topics include: appreciative systems and judgment (Vickers); integrative process (Follett); and systemic methodology for managers (Checkland).

How you'll benefit



Empirical insights into reflection-in-action: gain insights into how reflective practitioners actually think-in-action and make decisions in complex situations with no 'right' answers.



Gain practical frameworks and tools: enrich your experience and skills with robust and flexible frameworks that can help you approach complex, dynamic situations.



Gain knowledge and tools in leading others: enrich your capability to lead and facilitate reflection-in-action with others in situations that require a collaborative approach.



Develop confidence in navigating uncertainty: enhance your process skills of 'knowing what to do when you don't know what to do' by paying more attention to the action of deciding-matters.



Learn from experienced peers in the course: gain valuable ideas and insights too from working with others in the programme by sharing ideas and experiences during your two workplace-based assignments.



Dr Mark Winter

Dr Mark Winter is a Senior Lecturer at AMBS and leads courses on practical decision-making. These courses build on his earlier award-winning elective which earned a Highly Commended Management Education Practice Award from the British Academy of Management in 2020.

His educative philosophy is to integrate ideas with real experience, and his latest work is based on three decades of experience of working with practitioners and many different organisations. He currently contributes to AMBS's portfolio of MBA programmes at all levels of workplace seniority.

Have any further questions about the Global Part-time MBA?



Please get in touch - global@manchester.ac.uk

This document provides an example of the course content and faculty members who will be teaching this MBA course; however, details are subject to change.