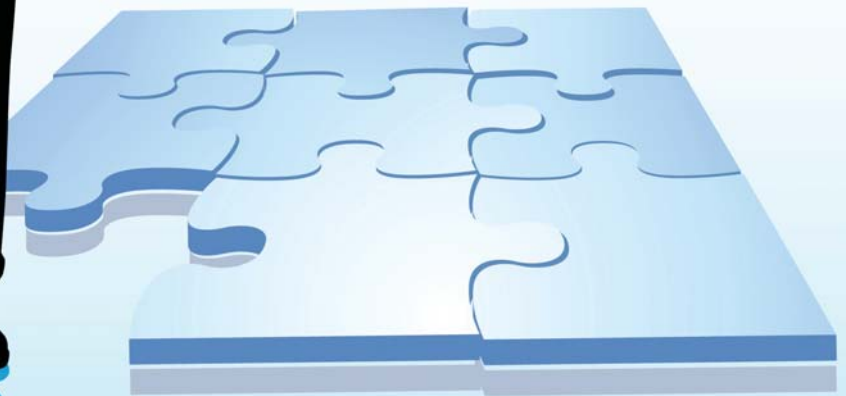




MBA Legal Management

A bespoke MBA for lawyers



www.northumbrialawschool.co.uk

MBA Legal Management – equipping you and your firm to gain competitive advantage in the new legal services marketplace

The legal sector has experienced economic challenges in recent years – 2011 will see lawyers and law firms face further change, as the SRA introduces a new system of outcomes focused regulation and alternative business structures enter the legal services marketplace. These changes will affect every lawyer in every law firm.

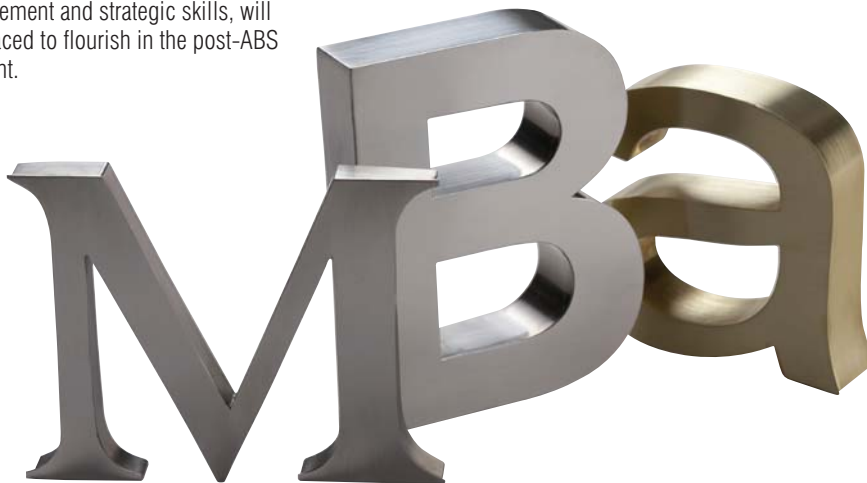
Clementi was clear that the purpose of ABS was to increase competition in the legal services sector, to the ultimate benefit of the consumer. Increased competition, together with changes in technology and the recession, represents a challenge to law firms but it also brings opportunities for firms and individuals poised to take advantage of the prospect of external investment.

Management Consultant Alan Hodgart has said firms should seriously consider what an injection of external capital could mean for their firm, and that the Legal Services Act 2007 will “judge the quick and the dead”. Those firms with a clear strategy, and those individuals with the necessary key management and strategic skills, will be best placed to flourish in the post-ABS environment.

Never has there been a greater need for law firm leaders and managers who have a proper grounding in the essential business management disciplines – from strategy and business development to financial and people management. At the very least it will ensure the continued existence of a firm well placed to meet the demands of funders, insurers, regulators and clients. At best it will provide the platform for a legal business looking to establish a sustainable competitive advantage in the post-2011 marketplace.

In partnership with Newcastle Business School we have developed a bespoke MBA for current and prospective legal business leaders and managers. The Law School input is led by two tutors with a wealth of law firm management experience at the highest level. They ensure that the Business School teaching is always placed in the context of managing a legal business, and they also teach a number of specific modules which concentrate on management issues of particular application to the legal services sector.

The programme has been designed to maximise the potential of those who already have significant work experience within a legal environment and who have the capability and ambition to advance to the highest levels of management within such organisations.



Programme Objectives

- Develop strategic, leadership and management skills
- Acquire business knowledge and skills to help your personal career and your firm to thrive in a changing marketplace for legal services
- Learn and apply the lessons of business to the legal services environment
- Increase the chances of personal advancement in leadership roles in your legal organisation
- Develop an understanding of the strategic focus of your organisation and the environment within which it operates
- Have an enhanced understanding of your environment, including the opportunities and restrictions imposed by regulation to help you and your organisation be successful
- Build networks to your, and your firms'/organisations', personal advantage
- Learn from the relevant experience of the other programme participants
- Have a greater understanding of your clients' environment
- Build your potential as an adviser to business, the public and other organisations

Programme structure

YEAR 1				
Semester 1 (Sept – Dec)	Developing Self 10 credits	Marketing Management – A Relationship Approach 10 Credits		NX0419 Programme Induction Zero Credits
Semester 2 (Jan – May)	Lawyers and their Clients 20 Credits	Operations Management & Organisational Improvement 10 Credits	Financial Management 10 Credits	
Semester 3 (May – Aug)				

YEAR 2			YEAR 3		
Semester 1 (Sept – Dec)	Human Resource Management and Development 10 Credits	Analysing Organisations 10 Credits		Masters Dissertation (Work-Based Action Research Project) 60 Credits	Dissertation Preparation and Research Methods Zero Credits
Semester 2 (Jan – May)	Strategy and Change in a Global Environment 20 Credits		Contemporary Issues in Senior Legal Management 10 Credits		
Semester 3 (May – Aug)	Business Research Analysis 10 Credits				

Programme content

Leadership – developing self

- Self awareness and self development
- Giving and receiving feedback
- Managing and leading: management competencies
- Managing and leading: manager or leader?
- Managing and leading: emotional intelligence
- Cultural intelligence

Marketing management – a relationship approach

- Assess the competitiveness of the firm in a local, national or international market
- Develop marketing strategies
- Understand and examine strategies used by different marketing types
- Examine how consumer characteristics influence buying behaviour
- Evaluate factors that have implications for pricing decisions
- Explore the role of culture in marketing
- Consider direct and interactive marketing decisions

Financial management

- The role of financial management as a planning and control framework
- Interpreting organisational performance
- Budgeting
- Performance measures
- Drivers of profitability
- Resource management – WIP control, lock ups

Lawyers and their clients: part 1

- Developing a client strategy
- Developing a legal services brand
- Client acquisition and development
- Client relationship management
- Employee and client satisfaction
- Measuring client satisfaction and loyalty
- Effective complaints handling

Operations management and organisational improvement

- Operations strategy and operations performance objectives
- Project management
- Supply chain management
- Resource planning and control
- Total quality management
- Business excellence – models of excellence
- Benchmarking for improvement

Lawyers and their clients: part 2

- Professional ethics and regulation
- Outcomes focused regulation
- Conflicts and confidentiality
- Measuring client profitability
- Fee negotiation and alternative fees structures
- Managing lockup
- Issues from an in-house perspective



Analysing organisations – looking at strategy internally

- Organisational behaviour and analysis
- Key themes and concepts: structures
- Key themes and concepts: culture
- Key themes and concepts: change
- Critical perspectives – gender, power and ethics
- Leadership in organisations

Strategy and change in the global environment: part I – external factors affecting strategy

Aims to develop students' ability to evaluate and apply concepts, theories and techniques related to organisational strategy and the implementation of strategic change; to enable students to understand the nature of strategic challenges facing an organisation in the 21st century operating in a global environment; and to develop skills to evaluate/implement appropriate strategic frameworks in an organisational context in a national OR international environment – emphasis can be on national or international depending on the focus of the particular group.

- Political, social, technological and cultural factors affecting management
- Strategic thinking and microenvironment
- Stakeholders and corporate governance systems
- Leadership in the global context

HRM and development

Aims to concentrate on the strategic focus of the organisation and how the management of people can support business performance. Students will be equipped to identify and evaluate HRM/D approaches which support organisational performance.

- Key HRM concepts
- Understand the HRM/D cycle and the role of HRP
- Explore approaches to HRD strategies
- Distinguish the study of ER and that of HRM
- Strategic approaches to performance management
- Diversity – equal opportunities
- Look at ways of evaluating the performance of the HRM function

Strategy and change in the global environment: part II

- Developing and implementing strategy for competitive advantage
- Adding value
- Directions of business development
- Making strategy
- Culture and change
- Managing knowledge
- Elements of change

Business research analysis

Aims to give students a good theoretical and practical base for the handling, analysis and presentation of research data, and to enable them to transfer these skills to a variety of business functions and research projects within a professional context.

- Data classification, sources and collection, surveys and sampling, and basic spreadsheet skills
- Questionnaire design, data coding, data consistency, tabular and graphical application of spreadsheets
- Data presentation, graphs and tables
- Summary measures of location and dispersion spreadsheet applications of data summary
- Introduction to statistical inference, confidence intervals and introduction to SPSS
- Hypothesis testing, SPSS application of hypothesis test tools, application of one sample and independent sample t-tests, application of paired sample t-tests and ANOVA
- Non-parametric test, application of various non-parametric tests
- Chi-squared test for statistical independence, Excel and SPSS applications of relevant functions
- Correlation Excel
- Simple regression Excel
- Analysing client feedback data

Contemporary issues in senior legal management

By definition the content of this must remain flexible but at present would include:

- Outsourcing
- Risk management – including the link to insurance cover
- Use of technology – commoditisation and the virtual law firm
- Impact of the Legal Services Act – to include alternative business structures, private equity backed law firms, ownership and the vehicles for ownership
- Corporate Social Responsibility and the ethical law firm
- Issues facing the legal aid sector
- Issues faced in particular sectors: personal injury work, criminal defence
- Insolvency of law firms – expansion/consolidation

Year 3

- Coaching/mentoring – Personal Development Plan

You will work with one of our accredited Business coaches and mentors to develop your personal, managerial and leadership skills, and you will develop a career plan – a Personal Development Plan – with them.

- Dissertation

This part of the course gives you the opportunity to look at a particular aspect of legal management in depth. This should be on an area that will impact on your professional life and should ideally be in the form of a Work-Based Action Project, where you get the opportunity to look at an area in detail and implement ideas in your workplace.

Mode of delivery

The three-year programme is delivered on a distance learning basis with a series of three-day study blocks. There are six such study blocks in each of Years 1 and 2 of the programme, at regular intervals. These study blocks will comprise sessions based around formal input, group discussion activities, case discussions and practical exercises. There will be a balance of tutor-led lecture sessions and workshop/seminar activities that help you to apply the theory to your own working environment and 'real life' situations. They also represent an opportunity to network and socialise with other MBA students. Students are expected to carry out additional study (directed and undirected) out with these taught sessions.

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