

The Faculty of Management and Economics

Studying Management at Royal Holloway

COURSE OPTIONS FOR VISITING STUDENTS

ABOUT THE DEPARTMENT

The School of Management was founded in 1990. It is a dynamic School bringing together talented students with academic staff who are working at the frontiers of their subjects. Our mission is to enrich lives and careers through research and teaching – we provide an intellectually challenging and relevant education for students intending to pursue managerial, business and professional careers.

ENTRY REQUIREMENTS

The below listed Level 1, Level 2, and Level 3 courses are open to all Study Abroad, International Exchange, and Erasmus students, provided sufficient previous experience and knowledge can be evidenced.

Postgraduate courses are open to Visiting Students currently studying at the postgraduate level.

Depending on the applicant's suitability and previous experience, students staying for Term 1 only (Autumn Term) may enrol in these () Full Year courses and earn half the credit for half the course.

Depending on the applicant's suitability and previous experience, students staying for Terms 2&3 (Spring & Summer Terms) may enrol in these () Full Year courses and earn half the credit for half the course.

*Students staying for the full year must take the full course.

Click on any course headings or codes on the pages below to access further information.

Term 1 = Autumn Term

Term 2 = Spring Term

The information contained in the course outlines on the following pages is correct at the time of publication but may be subject to change as part of our policy of continuous improvement and development.



Level One Courses

Level 1 courses introduce fundamental concepts, the relationship between the firm and the business environment, the relationship between the market, the organisation of production, and the financial conditions of the business. There are also introductions to financial and managerial accounting and to the application of statistical methods to management problems. Level 1 courses have no specific pre-requisites.

MN1105	Quantitative Methods	½ unit	Term 1
<ul style="list-style-type: none">This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students.This course runs in Term 1 only. It cannot be taken in Term 2.			

MN1115	Interpreting Management	½ unit	Term 1
<ul style="list-style-type: none">This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students.This course runs in Term 1 only. It cannot be taken in Term 2.			

MN1125	Economic and Social Foundations of Sustainable Organisations	½ unit	Term 2
<ul style="list-style-type: none">This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students.This course runs in Term 2 only. It starts in January.			

MN1505	Information Systems	½ unit	Term 2
<ul style="list-style-type: none">This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students.This course runs in Term 2 only. It starts in January.			

Level Two Courses

Level 2 and Level 3 courses are intended to develop an understanding of policy formulation within organisations (Strategic Management) and to learn how decisions are effected in different business environments. Level 2 courses may have specific pre-requisites, as indicated in the course description. Additionally, students are expected to have a background in the relevant subject area for Level 2 courses. For Level 3 courses, advanced knowledge of the relevant subject area is required.

MN2021	Management Information Systems	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN2041	Managerial Accounting	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN2061	Marketing Management	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN2201	Strategic Management	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN2215	Global Leadership: Theory and Practice	½ unit	Term 2
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course is Term 2 only. It starts in January. Please note that this course does not have a formal exam in May. 			

Level Three Courses

Level 2 and Level 3 courses are intended to develop an understanding of policy formulation within organisations (Strategic Management) and to learn how decisions are effected in different business environments. Level 2 courses may have specific pre-requisites, as indicated in the course description. Additionally, students are expected to have a background in the relevant subject area for Level 2 courses. For Level 3 courses, advanced knowledge of the relevant subject area is required.

MN3035	Marketing Research	½ unit	Term 1
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course runs in Term 1 only. It cannot be taken in Term 2. 			

MN3045	International Accounting & Finance	½ unit	Term 2
---------------	---	---------------	---------------

- This course is available to **all** INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students.
- This course runs in Term 2 only. **It starts in January.**

MN3055	<u>Consumer Behaviour</u>	½ unit	Term 2
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course runs in Term 2 only. It starts in January. 			

MN3225	<u>European Business</u>	½ unit	Term 1
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course runs in Term 1 only. It cannot be taken in Term 2. 			

MN3245	<u>Accounting for Corporate Accountability</u>	½ unit	Term 1
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course runs in Term 1 only. It cannot be taken in Term 2. 			

MN3271	<u>International Human Resource Management</u>	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN3285	<u>Managing Organisational Change</u>	½ unit	Term 2
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course runs in Term 2 only. It starts in January. 			

MN3301	<u>Modern Business in Comparative Perspective</u>	1 unit/ ½ unit*	Full Year / Term 1 only or Term 2 only*
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course may be taken either for the Full Year, or for Term 1 or Term 2 only for half the credit. 			

MN3345	<u>Strategic Accounting</u>	½ unit	Term 2
<ul style="list-style-type: none"> • This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. • This course runs in Term 2 only. It starts in January. 			

MN3365	Strategic Finance	½ unit	Term 1
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course runs in Term 1 only. It cannot be taken in Term 2. 			

MN3425	Strategies for the Information Age	½ unit	Term 1
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course runs in Term 1 only. It cannot be taken in Term 2. 			

MN3555	E-commerce: putting business on the web	½ unit	Term 2
<ul style="list-style-type: none"> This course is available to all INTERNATIONAL EXCHANGE, STUDY ABROAD and ERASMUS students. This course runs in Term 2 only. It starts in January. 			

Postgraduate Courses

Postgraduate courses are highly advanced and are available only to students who are currently studying at postgraduate level.

MN5101	International Marketing	½ unit	Term 1
MN5111	International Accounting and Finance	½ unit	Term 1
MN5122	International Information Systems	½ unit	Term 1
MN5123	International HRM	½ unit	Term 1
MN5133	Leadership & Behaviour in Organisations	½ unit	Term 1
MN5141	International Business Economics	½ unit	Term 1
MN5151	International Business Strategy	½ unit	Term 1

Level One Courses

Course Code:	MN1105	Availability:	Term 1	Unit Value:	0.5
Course Title:	Quantitative Methods				
Level:	First year	Admin. Fees:	n/a		
Course Aims:	<p>The objectives of the course are to enable students to:</p> <ul style="list-style-type: none">• Know how to collect, present, and summarise data.• Understand the common bases of quantitative analysis in economic and management studies.• Understand and interpret the diversity of quantitative analysis.• Know how to understand the bases for association and relationships between variables.• Interpret several elementary statistical procedures.				
Course Description:	<p>The course aims to familiarise students with quantitative studies and how they are employed in management and economics. In particular, how quantitative studies relate to differences, associations and relationships in groups and populations. Furthermore, the course will develop understanding of a wide variety of statistical techniques. More generally, the course seeks to improve cognitive skills, effective problem solving and the ability to interpret quantitative studies.</p>				
Teaching and Learning:	2 hours of lectures and 1 hour of seminars per week as well as guided independent study				

Course Code:	MN1115	Availability:	Term 1	Unit Value:	0.5
Course Title:	Interpreting Management				
Level:	First year	Admin. Fees:	n/a		
Course Aims:	<ul style="list-style-type: none">• Evaluate different theoretical approaches used in the social sciences• Understand how these approaches can be applied to the study of business and management activity• Understand and develop critical analysis in the interpretation of business and management activity• Understand what is required in preparing for and giving an academic presentation, writing an academic assignment or in an examination• Identify and use appropriate academic, corporate and other materials to engage with and interpret key business and management questions• Understand the transferable and employability skills most commonly developed within their academic studies				

Course Description:	<p>This course develops students' abilities to understand and engage with management concepts, theories and practices. These are the types of abilities that will be used throughout their undergraduate degree. It also equips students with a range of skills designed to begin to enhance their employability.</p> <p>More specifically, it covers the development content and shifting of key paradigms in management and how management knowledge can be regarded as being socially constructed. It also develops skills of critical analysis and introduces a range of issues that students need to focus upon to enhance their employability.</p>
Teaching and Learning:	2 hours of lectures and 1 hour of seminars per week as well as guided independent study

Course Code:	MN1125	Availability:	Term 2	Unit Value:	0.5
Course Title:	Economic and Social Foundations of Sustainable Organisations				
Level:	First year	Admin. Fees:	n/a		
Course Aims:	<ul style="list-style-type: none">• Identify key elements influencing the economic, social and ecological contexts within which organisations operate• Understand the interconnected nature of factors influencing the sustainability of organisations• Explain alternative perspectives on the identification and management of corporate responsibility• Assess the complexity of the business case for corporate social responsibility• Understand the importance of corporate governance for global sustainability• Research issues underlying a business case and write a report				
Course Description:	<p>This course introduces students to the main interconnected economic, social, ecological and governance factors that determine the long-term sustainability of organisations. It examines how these factors influence each other in sometimes very complex ways to provide the context within which small and large businesses, public service organisations and third sector organisations operate.</p> <p>For many organisations, identification and management of these factors is addressed through corporate social responsibility. The course explores different perspectives on the identification and management of corporate social responsibility and how this is often expressed in terms of the 'business case for corporate social responsibility'. The course highlights the complex and contested and increasingly globalised nature of the business case and how this is often tied into, and justified, in terms of the economic context within which the organisation operates.</p>				
Teaching and Learning:	2 hours of lectures and 1 hour of seminars per week as well as guided independent study				

Course Code:	MN1505	Availability:	Term 2	Unit Value:	0.5
Course Title:	Information Systems				
Level:	First year	Admin. Fees:	n/a		

Course Aims:	<ul style="list-style-type: none"> • Discuss and evaluate the role which information systems play in businesses. • Explain and review the technical foundations of information systems: hardware, software, databases, networking technologies, and tools and techniques for security and control. • Describe and assess the core information system applications businesses use to improve operational excellence and decision making. • Assess the effectiveness of a range of different approaches for building system solutions to business problems, taking into account the broader ethical and social issues involved in building and using information systems. • Apply information systems knowledge to real-world business scenarios requiring analysis and decision making. • Appraise the connection between information systems and business performance by reviewing the ways in which real-world companies use information systems to achieve their objectives.
Course Description:	<p>Information Systems are the backbone of today's businesses; they are one of the major tools available to business managers for achieving operational excellence, developing new products and services, improving decision making, and achieving competitive advantage. A continuing stream of information technology innovations is transforming the traditional business world, enabling entrepreneurs and innovative traditional firms to create new products and services, develop new business models, and transform the day-to-day conduct of business. This continuous change in technology, management and business processes is what makes information systems one of the most interesting and rapidly developing fields of management studies.</p> <p>Business organisations use information technologies and systems to achieve corporate objectives, and as a solution to a variety of business challenges and problems. To fully understand information systems it is necessary to be aware of the broader organisational, human and information technology dimensions of systems and their power to provide solutions to challenges and problems in the business environment. This course thus deals with the behavioural as well as the technical issues surrounding the development, use, and impact of information systems used by managers and employees in the firm.</p> <p>Lectures will provide the necessary knowledge and theoretical concepts for understanding the role of information systems in business organisations. Workshop tasks will adopt a problem-solving approach and will include hands-on application software problems and exercises for building Internet skills; this will foster the ability to analyse and define a business problem and to design an appropriate information system solution. Seminars will use case studies to illustrate how companies use information systems to solve specific problems, improve management decision making and become more competitive.</p>
Teaching and Learning:	2 hours of lectures and 1 hour of seminars per week as well as guided independent study

Level Two Courses

Course Code:	MN2021	Availability:	Full Year / Term 1* or Term 2*	Unit Value:	1 / 0.5*
Course Title:	Management Information Systems				
Level:	Second year	Admin. Fees:	n/a		
Prerequisites:	*Depending on the applicant's suitability and previous experience, students staying for half the year may enrol in these (*) Full Year courses and earn half the credit for half the course. *Students staying for the full year must take the full course.				

Course Aims:	This course is concerned with one of the most rapidly developing fields of Management Studies. Computer-based information systems are designed nowadays with the explicit goal of improving one or more aspects of corporate performance in a cost-effective fashion. Methodologies have been designed to assist systems analysts and designers in producing new systems on time and within budget. These methodologies use a variety of analysis and design tools and techniques. The management and development of information systems has emerged as one of the most important functional specialisms in modern business.								
	Sufficient theory and concepts will be imparted to provide a strong foundation for more practical and applied work. Students will also be trained in the use of a range of powerful software tools of general utility, including word processing, spreadsheet, database and graphics software.								
Course Description:	The objectives of the course are to enable students to: <ul style="list-style-type: none">• Develop an appreciation of the strategic issues in information systems and ways in which organisations might strengthen their competitive position through the use of well-designed and well-managed information systems.• Study and evaluate some of the more widely used techniques, tools and methodologies of the analysis and design process.• Develop an understanding of the broad field of information management, examining the role and functioning of management information systems specialists and departments within the modern corporation.• Examine some of the social and organisational implications of using information systems.• Develop an understanding of some of the technologies used in business (for example, TPS, DSS, GDSS, Expert systems, SIS, ESS etc) and the opportunities and challenges they represent.• Learn how to use software to solve business problems and to apply this knowledge in realistic situations.								
Teaching and Learning:	weekly lectures of one hour each, weekly workshop of one hour each, independent research								
Key Bibliography:	<ul style="list-style-type: none">• Laudon, K. C. & Laudon, J. P. (2007) Management information systems: managing the digital firm, 10th edition, Upper Saddle River, N.J., Pearson Prentice Hall.• Greasley, A. (Ed.) (2006) Business information systems, Harlow, 3rd edition, Prentice Hall.								
Assessment:	Full Year Assessment: <table><tr><td>Assignment 1 (Essay)</td><td>15%</td></tr><tr><td>Assignment 2 (Report using Access and Excel)</td><td>15%</td></tr><tr><td>End of year examination taken during Term 3</td><td>70%</td></tr></table> Alternative Assessment: TBC			Assignment 1 (Essay)	15%	Assignment 2 (Report using Access and Excel)	15%	End of year examination taken during Term 3	70%
Assignment 1 (Essay)	15%								
Assignment 2 (Report using Access and Excel)	15%								
End of year examination taken during Term 3	70%								
Timetable:		Last updated:	28/10/13 JH						

Course Code:	MN2041	Availability:	Full Year / Term 1* or Term 2*	Unit Value:	1 / 0.5*
Course Title:	Managerial Accounting				
Level:	second year	Admin. Fees:	n/a		
Prerequisites:	Background in accounting *Depending on the applicant's suitability and previous experience, students staying for half the year may enrol in these (*) Full Year courses and earn half the credit for half the course. *Students staying for the full year must take the full course.				
Course Aims:	<ul style="list-style-type: none">• To provide a broad overview of contemporary approaches to management accounting.• To examine the strengths and weaknesses of these approaches.• To introduce you to some research in the area.				

Course Description:	<ul style="list-style-type: none">• Understand and apply techniques of cost-volume-profit analysis, absorption costing, activity based costing, and activity based management approaches.• Understand the issues for accounting and control around the movement from a manufacturing to a service/knowledge led business environment including behavioural and structural factors.• Understand why management accounting has a role in improving organisational performance.• Discuss the development of shareholder and stakeholder views and their impact on accounting.• Understand the nature of investment decision- making as well as the issue of risk.• Describe and discuss the advantages and disadvantages of the main investment techniques used in practice.• Apply the main investment appraisal techniques to simple scenarios involving tax and inflation.• Understand the issues underpinning the calculation of the cost of capital for a company.• Discuss the issues that arise in pricing an organisations product offering.• Discuss the issues both tangible and intangible that arise in investment appraisal.• Recognise that the practice of management accounting rests in an organisational and societal context and explain how and why this has implications for the production of data and the implementation of systems of control.• Present relevant information in both oral and written form. <p>Course Content:</p> <table><tr><td>Cost allocation</td><td>Divisionalisation</td></tr><tr><td>ABC and ABCM</td><td>Shareholder and stakeholder issues</td></tr><tr><td>Pricing and pricing issues</td><td>Organisation accountability</td></tr><tr><td>Strategic Management Accounting</td><td>Investment appraisal techniques</td></tr><tr><td>Management Accounting for performance</td><td>Performance evaluation techniques</td></tr><tr><td>Management Accounting for Sustainability</td><td>Control and responsibility accounting</td></tr><tr><td>Cost of Capital</td><td>Performance evaluation</td></tr><tr><td>NPV, tax, inflation and other issues</td><td></td></tr></table>			Cost allocation	Divisionalisation	ABC and ABCM	Shareholder and stakeholder issues	Pricing and pricing issues	Organisation accountability	Strategic Management Accounting	Investment appraisal techniques	Management Accounting for performance	Performance evaluation techniques	Management Accounting for Sustainability	Control and responsibility accounting	Cost of Capital	Performance evaluation	NPV, tax, inflation and other issues	
Cost allocation	Divisionalisation																		
ABC and ABCM	Shareholder and stakeholder issues																		
Pricing and pricing issues	Organisation accountability																		
Strategic Management Accounting	Investment appraisal techniques																		
Management Accounting for performance	Performance evaluation techniques																		
Management Accounting for Sustainability	Control and responsibility accounting																		
Cost of Capital	Performance evaluation																		
NPV, tax, inflation and other issues																			
Teaching and Learning:	One-hour lecture plus a one-hour workshop each week.																		
Key Bibliography:	<ul style="list-style-type: none">• Horngren, CT, Bhimani, A., Foster, G. and Datar, SM. (2007) Management and Cost Accounting Hemel Hempsted, Prentice Hall, 4th Edition.• Ryan, B (2008) Management Accounting Pearson.																		
Timetable:		Last updated:	28/10/13 JH																

Course Code:	MN2061	Availability:	Full Year / Term 1* / Term 2*	Unit Value:	1 / 0.5*
Course Title:	Marketing Management				
Level:	Second year	Admin. Fees:	n/a		
Prerequisites:	MN1001 or equivalent *Depending on the applicant’s suitability and previous experience, students staying for Terms 2&3 (Spring & Summer Terms) may enrol in these (*) Full Year courses and earn half the credit for half the course. *Students staying for the full year must take the full course.				
Course Aims:	MN206, as suggestive of the course title, seeks to introduce the core concepts associated with contemporary marketing management. In the main, a capitalist-friendly (think pink!) position is adopted. Incidences of whimsy will arise, however, there is nothing outré about the course. A fulsome effort is exerted so that you are encouraged to engage in a critical assessment of marketing thought and the application of marketing in the marketplace. By the end of this course you should be able to: <ul style="list-style-type: none">• Recognize the significance of marketing contributing to national wealth creation and economic development, and the relationship between consumer choice and democracy;• Discuss corporate marketing management – as initiated by the likes of Peter Drucker, Theodore Levitt, and Philip Kotler – including the marketing mix (4Ps) and services marketing mix (7Ps) frameworks, the product life-cycle, models about marketing communications and persuasion,				

	pricing approaches, marketing research, buyer behaviour, product policy, strategic approaches to marketing, sources of brand equity, market segmentation, and disintermediation impacts on channels of distribution; <ul style="list-style-type: none"> Assess the social responsibilities of marketers and limitations associated with conventional marketing management.
Course Description:	<div> Key topics during Term 1: Foundations (Philosophy) of Marketing Management Contemporary Issues in Marketing Business Strategy and Marketing The Marketing Environment Screening of Big Mac Fights Back (2004) Consumer Behaviour (B2C) Organizational Behaviour (B2B) Case Discussions on B2B and B2C Marketing Research Segmentation, Targeting, and Positioning Marketing The Marketing Mix Brands & Products NPD & Life-cycle Relationship Marketing Communicating customer value </div> <div> Key Topics during Term 2: Advertising & PR Personal Selling & Sales Promotion Direct & online marketing Competition and Pricing Product Management Channels of Distribution / Retailing/e-tailing Marketing Evaluation and Control International / Global Marketing Services Marketing Voluntary Sector and Public Sector Marketing, the Economy, and Society Screening of The Corporation (2004) PhD Research in Marketing </div>
Teaching and Learning:	Twice weekly lectures of 1 hour in length
Key Bibliography:	Philip Kotler, Veronica Wong, John Saunders, and Gary Armstrong, Principles of Marketing 5th European ed. (Pearson Education, 2008). ISBN 0 273 72064 3
Assessment:	Full Year Assessment: one piece of course work per term (each 15%) a final examination during Term 3 (70%) Alternative Assessment: TBC

Course Code:	MN2201	Unit Value:	1 / 0.5*	Availability:	Full Year / Term 1*
Title:	Strategic Management			Level:	Second Year
Prerequisites:	MN1001 or equivalent *Depending on the applicant's suitability and previous experience, students staying for half the year may enrol in these (*) Full Year courses and earn half the credit for half the course. *Students staying for the full year must take the full course.				
Aims:	The course aims to analyse the principal theories of strategic management and set them in the context of key developments in which contemporary business operates, including political and regulatory developments, technological change, financialisation, the development of 'new' business models and the changes in the framework for assessing corporate performance. The course thus aims 1. To discuss key concepts and debates in the theory of corporate and business strategy. 2. To examine the changing context in which the corporate strategy is formulated and implemented. 3. To illustrate how theoretical debates can be related to corporate strategies via the analysis of case studies covering a variety of industrial settings and situations. 4. To enable students to analyse financial and non-financial data relevant to the analysis of corporate performance.				
Learning Outcomes:	By the end of the course unit students should be able to <ul style="list-style-type: none"> Understand the major approaches to analysing corporate strategy and the debates between proponents of these positions. Analyse the ways in which regulatory practices relate to corporate strategy. Comprehend the variety of product market situations in which corporate strategies are formulated and implemented. Understand the debate on the impact of electronic business on business strategy. Comprehend the impact of 'financialisation' on the evaluation of corporate performance and on strategic management practices. 				

	<ul style="list-style-type: none"> Use financial and non-financial data in the analysis of strategic management issues in case studies.
Course Content:	<p>The first term's lecture structure is broadly based around three themes which encapsulate the leading thinkers, the positions and the debates and controversies within the strategic management discourse. The first theme introduces strategic management, the leading thinkers, the key concepts, and relates them to the context within which the firm operates. The second and third themes analyse theories in much greater depth and relate them to structural and divisional/internal organisational issues. Initially, the course covers positioning theory through a discussion of industry analysis and generic strategies. Finally, the course broadly engages resource based theory and critically discusses key themes and issues including innovation, architecture and core competencies.</p> <p>The second term's lectures build on the 'core' knowledge and introduce political economy debates about post Fordism, globalisation, financialisation and stakeholding which help us to understand management action and the changing structural context around the firm and industry.</p> <p>The workshops provide an interactive environment and support the lectures, providing opportunities for discussion and application of theories and concepts. During the first term this is primarily through company-based case studies that also support students with their first assignment, a report on a case study. In the second term, the workshops maintain an interactive approach and use a mix of case studies, lecture based discussion topics and primary research.</p>
Teaching & Learning	<p>20 Lectures (Duration: 1 hour each. 10 in the autumn term and 10 in the spring term).</p> <p>16 Workshops (1 hour each. 8 in the autumn term and 8 in the spring term).</p>
Key Bibliography:	<p>There is no single book which is appropriate as a textbook for this course, if, however, you want a book on strategic management theory we suggest that any of the following are useful:</p> <ul style="list-style-type: none"> Hill, C. and Jones, G. (2004) <i>Strategic Management Theory: an Integrated Approach</i>, Houghton-Mifflin McGee, J, Thomas, H and Wilson, D. (2005) <i>Strategy: Analysis & Practice</i>, McGraw Hill Grant, Robert, M. (2004) <i>Contemporary Strategy Analysis</i>, Fifth Edition, Blackwell. Besanko, D., Dranove, D., Shanley, M. and Schaefer, S. (2003) <i>Economics of Strategy</i>, Third Edition, John Wiley <p>The second term's teaching uses widely dispersed readings although Froud, J. et al (2006) <i>Strategy and Financialisation: Narrative and Numbers</i>, Routledge, is strongly recommended.</p>
Assessment:	<p>Full Year Assessment:</p> <p><u>Coursework</u> = 30% (2 pieces of work) - Term 1, submit ONE case study based report –participation in a (non-assessed) group presentation is a pre-requisite for submission. Term 2, submit ONE essay.</p> <p><u>Examination</u> = 70% - Essay format - no calculations. Three-hour unseen paper, containing eight questions. Answer three questions.</p> <p>Alternative Assessment: TBC</p>

Course Code:	MN2215	Unit Value:	0.5	Availability:	Term 2
Title:	Global Leadership: Theory and Practice			Level:	Second Year
Aims:	<p>This module introduces students to organisational leadership and, to a lesser extent, the management of people within organisations. The content of the module reflects a concern for understanding the nature of managerial work and the place of leadership within it. This module aims to provide practical and conceptual insights into the nature of leadership in teams, groups and organizations. The module is structured around the investigation of a number of interrelated topics including: the sociology and psychology of leadership, emotional intelligence, group dynamics, communication, negotiation, motivation and the key facts of leadership in organizational performance. In relation to each of these topics, this module aims to combine experiential and practical learning with more propositional learning (in the form of relevant theories, models and ideas) as expected from a Level 2 Module. Consequently, this module will enable students to make links between the theoretical and practical</p>				

	aspects of leadership, and individual and group behaviour in teams.
Learning Outcomes:	<p>By the end of the course unit students should be able to</p> <ul style="list-style-type: none"> • Evaluate the contributions of leadership theory to practice; • Reflect upon the nature and demand of organisational leadership in the 21st Century; • Compare and contrast the roles of leaders and managers in all types of organisations; • Have a clear view of the leadership literature and of core leadership themes and practices: vision, purpose, values, strategy, empowerment and engagement. <p>Discipline Specific Skills:</p> <ol style="list-style-type: none"> 1. Bring original ideas, and make some novel links between academic literature of a wide variety of forms and traditions; 2. Relate specific theories to specific case studies, research data, and literature bases and also to mainstream political, cultural and popular discourse within the subject. <p>Personal and Key Skills:</p> <ol style="list-style-type: none"> 1. Have the practical ability to analyse, communicate and present ideas, theories and principles; 2. Work in cross-cultural teams; 3. Have the initiative and ability to make connections and synthesise ideas and issues from the principles; 4. Develop independent/self-directed learning skills, including time management, working to deadlines, and keeping abreast of a wide range of literature.
Course Content:	<p>Global Leadership is the interdisciplinary study of the key elements that future leaders in all realms of the human experience should acquire to effectively familiarize themselves with the psychological, physiological, geographical, geopolitical, anthropological and sociological effects of globalization. As a result of trends, starting with colonialism and perpetuated by the increase in communication, (brought about by the internet and other forms of human interaction based on the speed of computer-mediation) a host of meaningful new concerns face mankind; consisting of but not limited to: human enterprises, international business development and design, and significant shifts in geopolitical paradigms. The talent and insight it will take leaders to successfully navigate humanity through these developments have been collectively gathered around the phenomenon of globalization.</p> <p>This module which draws upon a rich interdisciplinary background will be of particular interest to those students who are interested in wider global issues relating to the nature and importance of leadership in the global business environment and society in general; the major theories that attempt to explain what leadership is; and contextual influences on its practice and investigation of different theoretical perspectives within the field. This course, thus, will offer an advanced programme of instruction in leadership concepts and principles related to management and international business informed by critical perspectives in current literature and recent materials in the form of articles and case studies. It represent an elective in the BSc Management/International Business, and it will be appropriate both for students with little or no prior knowledge of the field and also for those who have received some education in basic leadership concepts.</p>
Teaching & Learning	<p>The teaching is based on a one-hour lecture each week given by the course tutors to provide guidance on the implications of leadership in the global business environment and on how to develop leadership skills for the purposes of study and effective managerial practice. Key ideas about the nature and purpose of leadership are explored.</p> <p>Lectures are supported by workshop tutorials, also delivered by the course tutors, which are designed to be interactive and practical and give the students the chance to practice skills in their project teams or sub teams.</p>
Key Bibliography:	<p>Recommended text</p> <ul style="list-style-type: none"> - Nahavandi, Afsaneh (2012), <i>The Art and Science of Leadership</i>, London, Pearson. - Mark E. Mendenhall, Joyce S. Osland, Allan Bird, Gary R. Oddou, and Martha L. Maznevski. <i>Global Leadership Research, Practice and Development</i>. London and New York: Routledge, 2013 edition. - Avery, Gayle C. (2010), <i>Understanding Leadership</i>, London, Sage. - Tourish, Dennis; Bryman, Alan ; Collinson, David ; Grint, Keith ; Jackson, Brad and Uhl-Bien, Mary (2011), <i>Leadership and cults : The SAGE Handbook of Leadership</i>. / Tourish, Dennis. In: The SAGE Handbook of

	Leadership. ed. / Alan Bryman ; David Collinson ; Keith Grint ; Brad Jackson ; Mary Uhl-Bien. London : Sage, 2011. p. 215-229.
Assessment:	<p>There is NO examination for this course. Instead, assessment is based on two pieces of work plus your level of attendance and participation:</p> <p>1. Group Project including a presentation of 15-20 minutes and a final report, worth 30% of the weighted final mark</p> <p>a. Deadline for Group Presentation: 14th March – 14:00 – 18:00 (including coffee break)</p> <p>b. Deadline for the Report (2000 -2500 words): 21st March- noon via turnitin</p> <p>2. Individual Project – assignment (3000 words), worth 70% of the weighted final mark</p> <p>a. Deadline: 8th April noon via turnitin</p> <p>Class participation is important!</p>

Level Three Courses:

Course Code:	MN3035	Course Value:	0.5	Availability:	Term 1
Title:	Marketing Research			Level:	Third Year
Prerequisites:	MN2061, MN1001, MN1025 or equivalent				
Aims:	<p>Marketing Research is fundamental for informed management decision-making in modern organisations. The course prepares students in both how to identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. In addition, the course seeks to develop students' analytical skills and critical thinking to properly interpret the results of a marketing research exercise. Marketing Research (MN303) focuses on providing students with the necessary skills that will enable them to carry out marketing research projects within a real life environment. This includes the use of statistical procedures which are often omitted from research reports due to an absence of the knowledge of what are the correct procedures to be applied or to prevent the reader being 'scared off'. Of course this leaves the reader without any method to judge whether the report has used the correct procedures or has applied them correctly, which is vital if you are trying to gauge the validity and reliability of a report. Such evaluations are vital in Marketing research where the acceptance or rejection of a report's findings can commit significant resources; if you can't judge validity and reliability, you might as well have just guessed and saved spending the money on research!</p> <p>Topics covered in this course include: the marketing research process; research design, quantitative and qualitative approaches, measurement, scaling and questionnaire design; and data analysis/manipulation using the SPSS software. The course is designed to help potential managers/market researchers to recognise the role of systematic information gathering and analysis in facilitating strategic marketing decisions. Emphasis of this course will be on both quantitative and qualitative approaches at conducting research. It will also familiarise students with the various data collection techniques.</p>				
Learning Outcomes:	<p>This objective of the module is to prepare students in identifying, gathering and analysing appropriate marketing information for management decision making, and to do this while developing students' critical thinking and analytical skills in the broader context of research and scholarship in the marketing research field. Students who successfully complete this module will be able to: i) formulate, organise and conduct a marketing research project; ii) apply and evaluate different sources of marketing information; iii) apply and evaluate various data collection techniques; iv) apply and evaluate various methods of data analysis; and v) write a comprehensive market research report.</p>				

Course Content:	<ul style="list-style-type: none"> • Introduction to Marketing Research • The Marketing Research Process and Problem Definition • Research Design • Data Collection: Qualitative Approaches • The Research Report, and an introduction to statistical analysis – why it is vital. • Data Collection: Surveys • Measurement, Scaling and Questionnaire Design • Sampling Design
Teaching & Learning	weekly one-hour lecture and a seminar/workshop
Key Bibliography:	Burns A.C. and Bush, R. F. (2008) Marketing Research, 5th Edition, Upper Saddle River, NJ: Pearson Education (ISBN: 0-13-147732-3)
Assessment:	Full Year Assessment: group coursework (30%) formal examination taken during Term 3 (70%) Alternative Assessment: TBC

Course Code:	MN3045	Course Value:	0.5	Availability:	Term 2
Title:	International Accounting and Finance			Level:	Third Year
Prerequisites:	Previous experience in accounting, MN2041 or equivalent				
Aims:	This course unit seeks to develop awareness of various aspects of the international accounting environment. After a consideration of the institutional, external and cultural influences on accounting, national differences are explored together with ways of classifying accounting systems. International harmonisation and standardisation are discussed, with some examples. Current issues in international accounting are examined.				
Learning Outcomes:	On completion of this course unit students should have a theoretical understanding of the international accounting environment. In particular, they should be able to demonstrate understanding of some of the following: (a) influences on national financial reporting (b) differences in financial reporting systems (c) approaches to the classification of financial reporting systems (d) international harmonisation and standardisation of accounting (e) selected current issues in international accounting and accountability				
Course Content:	1. Introduction; institutional and external influences on accounting. 2. Cultural influences on accounting. 3. International differences in accounting. 4. The classification of accounting systems worldwide. 5. International harmonisation and standardisation. 6. Selected international accounting standards. 7. Current issues in international accounting. 8. International accountability. 9. Country studies.				
Teaching & Learning	One 1 hour lecture per week One 1 hour workshop per week				
Key Bibliography:	Nobes C. & Parker R. Comparative International Accounting, Prentice Hall, latest edition				
Assessment:	Examination taken during Term 3 70% (2 hours) Coursework 30% (Assignment)				

Course Code:	MN3055	Course Value:	0.5	Availability:	Term 2
---------------------	--------	----------------------	-----	----------------------	--------

Title:	Consumer Behaviour	Level:	Third Year
Prerequisites:	MN2061 or equivalent		
Aims:	Understanding the nature of consumer behaviour is critical for understanding not just the marketing environment, but also the nature of the consumer society that we live in. This module seeks to develop critical understandings of consumer behaviour that will hold relevance both inside and outside the domain of marketing practice. This module is best suited to those students who are open to new ideas, who are self-motivated, willing to read extensively and contribute widely to class discussion and who are curious about the nature of contemporary consumption, markets and culture.		
Learning Outcomes:	By the end of this course you should be able to: <ul style="list-style-type: none"> • Assess and evaluate the factors, internally and externally, through which we understand consumer behaviour • Apply relevant consumer behaviour theories in understanding the impact of marketing strategies • Develop critical and reflexive understandings of the nature of consumption, markets and culture 		
Course Content:	Consumer Choice Perception and Learning Attitudes, Behaviour & Motivation Situational Influences Self-Concept & Identity Group Influence Consumption & Culture		
Teaching & Learning	weekly lectures and workshops and independent reading		
Key Bibliography:	Solomon, M., Bamossy, G., Askegaard, S. and M.K. Hogg (2006) Consumer Behaviour: A European Perspective, Prentice-Hall: New Jersey. (ISBN 0-273-68752-2) 338.75834 SOL		
Assessment:	Individual assignment	30%	
	End of year examination taken during Term 3 (2 hours)	70%	

Course Code:	MN3225	Course Value:	0.5	Availability:	Term 1
Title:	European Business			Level:	Third Year
Prerequisites:	MN2201 or equivalent				
Aims:	<ul style="list-style-type: none"> • To develop a critical, theoretical and practical understanding of European business within the European Union and the greater global context • To develop an appreciation for the importance of using case studies about different EU countries, businesses or issues, to understand key features of the European business environment and how it impacts on business behaviour • To carry out independent research on European business and, in so doing, develop and utilize a range of conceptual, technical and personal skills 				
Learning Outcomes:	On successful completion of this course, students should be able to: <ul style="list-style-type: none"> • Understand how different institutions, policies and processes have shaped the European Union (EU) and the European business environment • Analyze the interaction between policy frameworks and business behaviour • Think systematically and critically about the integration process • Appreciate and understand the challenges facing European competitiveness • Analyze the national, regional and global influences on European business • Understand and examine the complex relationships between the EU and major trading partners (United States), and between the EU and emerging markets • Think laterally and critically about European business – skills needed to be a successful European/international manager 				

Course Content:	<p>This course examines European business within the European Union (EU) and the greater global context. Attention is paid to the key institutions, policies and processes involved in the widening and deepening of the union and the implications of such for businesses and for consumers. A key theme of this research is the competitiveness of the EU – competitiveness is discussed in relation to entrepreneurship and small business development in the single market, and in relation to the competitiveness of the United States and the opportunities and threats posed by the emerging markets of Russia, China and India. Naturalistic case studies will be used in the lectures and workshops to raise and explore key issues. A range of other techniques will be used to stimulate in-class discussions about the European business environment.</p> <p>Key Topics:</p> <ul style="list-style-type: none"> • Introduction to European Business • European Economic Integration – Evolution and Key Institutions • The Enlargement of the European Union • Economic and Monetary Union (EMU) • Entrepreneurship and Small Business Development in Europe: The Road to Competitiveness • The European Consumer and Consumer Protection • Relations Between the European Union and the United States • Europe and Emerging Economies (1) – The Russian Federation • Europe and Economies (2) – China and India • European Business Leadership in a Global Marketplace
Teaching & Learning	weekly lectures and workshops
Key Bibliography:	Johnson, D. & Turner, C. 2006. European business (2nd ed.). London: Routledge.
Assessment:	<p>Full Year Assessment:</p> <p>30% Coursework Essay – 2500 word essay</p> <p>70% Written Examination taken during Term 3</p> <p>Alternative Assessment: TBC</p>

Course Code:	MN3245	Course Value:	0.5	Availability:	Term 1
Title:	Accounting for Corporate Accountability			Level:	Third Year
Prerequisites:	Background in accounting, M22041 and MN1041 or equivalent				
Aims:	<p>This course aims to:</p> <ul style="list-style-type: none"> • develop students' knowledge and understanding of key contemporary issues involved in discharging corporate duties of accountability to third party stakeholders • develop students' knowledge and understanding of subjectivities inherent in externally published accounting information • develop students' appreciation of the economic consequences of corporate reporting practices 				
Learning Outcomes:	<p>Upon successful completion of this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an awareness and understanding of corporate duties of accountability to external stakeholders. 2. Discuss and analyse the nature of subjective judgements involved in several complex areas of financial, social and environmental accounting and reporting. 3. Employ UK and international Generally Accepted Accounting Practice in analysis of the financial accounting treatment of a range of complex types of financial transactions. 4. Explain the broad nature of economic consequences which can potentially flow from different accounting and reporting practices 				

Course Content:	<p>This course examines European business within the European Union (EU) and the greater global context. Attention is paid to the key institutions, policies and processes involved in the widening and deepening of the union and the implications of such for businesses and for consumers. A key theme of this research is the competitiveness of the EU – competitiveness is discussed in relation to entrepreneurship and small business development in the single market, and in relation to the competitiveness of the United States and the opportunities and threats posed by the emerging markets of Russia, China and India. Naturalistic case studies will be used in the lectures and workshops to raise and explore key issues. A range of other techniques will be used to stimulate in-class discussions about the European business environment.</p> <p>Key Topics:</p> <ul style="list-style-type: none"> • Objectives of financial reporting; conceptual frameworks • Motives for voluntary reporting • Reporting social and environmental impact • Regulatory frameworks for financial reporting • Key contents of financial accounting statements in the EU • Accounting for pension obligations • Accounting for employee share options
Teaching & Learning	10 one-hour lectures and 8 one-hour workshops
Key Bibliography:	Alexander, D., Britton, A. and Jorissen, A. (2007) International Financial Reporting and Analysis, London: Thomson (3rd edition). ISBN:978-1-84480-668-3
Assessment:	<p>Full Year Assessment: in-course assignment 30% 2 hour closed book examination taken during Term 3 70%</p> <p>Alternative Assessment: TBC</p>

Course Code:	MN3271	Course Value:	1 / 0.5*	Availability:	Full Year / Term 1* or Term 2*
Title:	International Human Resource Management			Level:	Third Year
Prerequisites:	<p>MN2071 or equivalent</p> <p>*Depending on the applicant's suitability and previous experience, students staying for half the year may enrol in these (*) Full Year courses and earn half the credit for half the course. *Students staying for the full year must take the full course.</p>				
Aims:	<p>The world is integrating as businesses locate cross-nationally, and employees and managers move through the multinational company from one country to another. Both the firm and human resource management (HRM) are being spatially stretched. This poses important questions for the management of human resources within the firm: are local or home-based management practices, or some global set of practices, most suited to local workplaces? How do managers and employees from different countries work together? In other words, are German firms in the UK practising mainly British or German employment and work practices, or some sort of novel hybrid? Do US firms in China treat workers differently from workers in the United States? Do Japanese firms in the UK become localised as managers are drawn from the local labour market and not Japan? Do multinational companies act as a law unto themselves as they move around the globe, or do local states tie them down and embed them within national rules, cultures and practices? What are the core human resource and employment issues in international business activities? What are the difficulties in coordinating workforces that are accustomed to contrasting management styles, and with skills and competences that are constructed differently? To what extent do multinational companies act as agents of knowledge transfer in a globalising economy?</p> <p>Answers to these questions are critical to the future of work, as that future comes to reflect a more globalised workplace, with standards and ideas about authority relations, payment systems and types of recruitment drawn from different sources and not just the nation state. This course will examine these issues through practical examples, case studies and the latest research.</p>				

Learning Outcomes:	On completion of the course, you should be able to: <ul style="list-style-type: none"> • Understand the implications of changes in the global organisation of firms and the international workforce for HRM policy choices • Demonstrate a detailed understanding of the key analytical concepts and models in international HRM • Assess the principal comparisons and contrasts of the business and human resource systems in the UK and the USA, Germany, China and Japan. • Evaluate the different approaches to and strategies for HRM in international business activities, and their impact on employees • Evaluate the problems of transferring HRM practices from one country to another, and the role of MNCs as agents of knowledge transfer 	
Course Content:	Key Topics Term 1: Introduction: comparative and international HRM Organisation structures of multinational companies learning: Country of origin effects on IHRM Host country effects on IHRM Frameworks for understanding IHRM HRM in Germany Social and employment dimension of the EU HRM in the UK performance HRM in the NAFTA region across national borders HRM in China and the developing world	Key Topics Term 2: Business systems and HRM in Japan Skills, knowledge and organisational national differences Strategic international HRM Culture and multinational HR management International staffing policy in MNCs Expatriation and careers International compensation and Transferring HRM and work practices International CSR and global labour standards
Teaching & Learning	weekly one-hour lectures and fortnightly two-hour seminars	
Key Bibliography:	<ul style="list-style-type: none"> • Bamber, G. J., Lansbury, R. D. and Wailes, N. (2004) International and Comparative Employment Relations, London: Sage Publications • Harzing, A.-W. and Van Ruysseveldt, J. (2004) International Human Resource Management, London: Sage Publications • Edwards, T. and Rees, C. (2005) International Human Resource Management: Globalisation, National Systems and Multinational Corporations, London: Prentice Hall 	
Assessment:	Full Year Assessment: Exam taken during Term 3: 70% Coursework: 30% (two written assignments of 1750 words at 15% each) Alternative Assessment: TBC	

Course Code:	MN3285	Course Value:	0.5	Availability:	Term 2
Title:	Managing Organisational Change			Level:	Third Year
Prerequisites:	MN2201 or equivalent				
Aims:	<p>The course is concerned with developing a critically reflective understanding of the emergent discipline of organisational change and change management. It examines the theoretical foundations of this field of research by presenting and evaluating key ideas concerning the context, nature and process of organisational change. However, this is also a practical and applied discipline, dealing with organisational problems central to the contemporary management condition and the course is structured around opportunities to put the diagnostic and prescriptive tools into action. The course largely comprises workshop sessions, in which students are asked to discuss, apply and evaluate the core theories and techniques of managing organisational change.</p> <p>The main aims of the course are:</p>				

	<ul style="list-style-type: none">• To develop conceptual and theoretical frameworks for understanding the process of organisational change• To evaluate critically research in and theories of organisational change and change management• To explore and evaluate different theories and practices of managing the change process• To develop diagnostic and analytical skills for complex organisational situations												
Learning Outcomes:	<p>By the end of this course you should be able to:</p> <ul style="list-style-type: none">• Explain social scientific concepts and theories about organisational change and the management of change• Analyse factors underlying these processes• Demonstrate and appreciate a concrete knowledge on practices and techniques for managing change• Evaluate different theoretical and practical approaches to change management• Apply concepts and theories to practical problems of change management• Present a reflective understanding of this body of knowledge in written and spoken forms												
Course Content:	<table><tr><td colspan="2">Introductory Lecture: explanation of the course programme, setting the context for the course and introducing key concepts and theories that underpin the course content.</td></tr><tr><td>Workshop 1: the context and nature of organisational change</td><td>Why do organisations change? Why is managing change so important to modern management? What changes in organisations? What are the different patterns of organisations change?</td></tr><tr><td>Workshop 2: change agency</td><td><u>The political nature of organisational change and the key roles involved in change management: leadership, internal and external change agents; the impact of human agency on diagnosis and implementation of change.</u></td></tr><tr><td>Workshop 3: implementation of change</td><td>What factors and processes create inertial forces in organisations? Why do managers and employees resist change? Is resistance functional or dysfunctional? How can resistance be managed?</td></tr><tr><td>Workshop 4: sustaining organisational change</td><td>Creating organisations that can act flexibly and adaptively. Organisational culture change, organisational learning, creating structures for innovation and knowledge creation.</td></tr><tr><td>GROUP PRESENTATIONS OF CASE STUDY ANALYSIS</td><td>Presentations of group project findings</td></tr></table>	Introductory Lecture: explanation of the course programme, setting the context for the course and introducing key concepts and theories that underpin the course content.		Workshop 1: the context and nature of organisational change	Why do organisations change? Why is managing change so important to modern management? What changes in organisations? What are the different patterns of organisations change?	Workshop 2: change agency	<u>The political nature of organisational change and the key roles involved in change management: leadership, internal and external change agents; the impact of human agency on diagnosis and implementation of change.</u>	Workshop 3: implementation of change	What factors and processes create inertial forces in organisations? Why do managers and employees resist change? Is resistance functional or dysfunctional? How can resistance be managed?	Workshop 4: sustaining organisational change	Creating organisations that can act flexibly and adaptively. Organisational culture change, organisational learning, creating structures for innovation and knowledge creation.	GROUP PRESENTATIONS OF CASE STUDY ANALYSIS	Presentations of group project findings
Introductory Lecture: explanation of the course programme, setting the context for the course and introducing key concepts and theories that underpin the course content.													
Workshop 1: the context and nature of organisational change	Why do organisations change? Why is managing change so important to modern management? What changes in organisations? What are the different patterns of organisations change?												
Workshop 2: change agency	<u>The political nature of organisational change and the key roles involved in change management: leadership, internal and external change agents; the impact of human agency on diagnosis and implementation of change.</u>												
Workshop 3: implementation of change	What factors and processes create inertial forces in organisations? Why do managers and employees resist change? Is resistance functional or dysfunctional? How can resistance be managed?												
Workshop 4: sustaining organisational change	Creating organisations that can act flexibly and adaptively. Organisational culture change, organisational learning, creating structures for innovation and knowledge creation.												
GROUP PRESENTATIONS OF CASE STUDY ANALYSIS	Presentations of group project findings												
Teaching & Learning	one three-hour introductory lecture, four fortnightly three-hour workshops, and a session devoted to project presentation												
Key Bibliography:	<ul style="list-style-type: none">• Bamber, G. J., Lansbury, R. D. and Wailes, N. (2004) International and Comparative Employment Relations, London: Sage Publications• Harzing, A.-W. and Van Ruysseveldt, J. (2004) International Human Resource Management, London: Sage Publications• Edwards, T. and Rees, C. (2005) International Human Resource Management: Globalisation,												
Assessment:	<p>group project worth 30%</p> <p>an end-of-year unseen examination taken during Term 3 worth 70%.</p>												

Course Code:	MN3301	Course Value:	1 / 0.5*	Availability:	Full Year / Term 1* or Term 2*
Title:	Modern Business in Comparative Perspective			Level:	Third Year
Prerequisites:	<p>MN2201 or equivalent</p> <p>*Depending on the applicant's suitability and previous experience, students staying for half the year may enrol in these (*) Full Year courses and earn half the credit for half the course.</p> <p>*Students staying for the full year must take the full course.</p>				

Aims:	<p>The aims of Modern Business in Comparative Perspective can be summarized:</p> <ul style="list-style-type: none"> • Describing the economic success of nations, performance and competition in the modern international economy. • Explaining the achievements of the world's leading economies by exploring the character of their institutions and businesses through the application of comparative methods. • Elucidating the historical origins of differences in national institutions and corporate capabilities. • Considering the relationship between trends in the international economy, the economic development of nations, and the nature of business systems. <p>In paying particular attention to the evolution of economic and business systems in the United States, Japan, Germany, Britain and China, a number of topics are emphasized:</p> <ul style="list-style-type: none"> • The value of comparative analytical methods. • The ideas of major international, historical and comparative business theorists. • Macro-economic patterns and determinants of economic growth. • Institutions and social capital. • Business organisation, culture, and the state. • Industries, firms, clusters and networks. • Business systems: operational, financial, and human. • Competitiveness, productivity and living standards. • National versus transnational causes of economic success and firm-level competitiveness. <p>The approach adopted is internationally comparative. This means that no issue or topic is examined purely from a local or single perspective. Economies, industries, firms and business functions are compared and contrasted with a view to discovering similarities and differences in experience, and, more importantly, the underlying reasons for such similarities and differences.</p>
Learning Outcomes:	<p>One important outcome, at the end of the course, is to uncover the essential determinants of economic performance and associated links between the relative success of individual firms, whole industries and national economies. We need, by this latter stage, to be conscious of the difficulties involved in proving any general interpretation, let alone a theory.</p> <p>Anyone who is interested in understanding the global forces shaping their lives requires a frame of mind that is rooted in an internationally comparative perspective. In other words, anyone who seeks adequate comprehension of economic forces and business practice - those factors that underpin standards of living and the quality of life - has to engage in a complex, intellectual process. During the course, you must begin to understand the importance of this insight, and utilise it in your assignments and activities.</p> <p>You will, therefore, have to acquire the ability to think comparatively between nations, industries, firms, and functions. In dealing with a topic, you must assimilate a wide range of relevant empirical information, and apply it through the use of theories and concepts. Ultimately, the aim is to use these skills to gain an understanding of economic development and its institutional and organizational roots amongst major countries. You will, as students, need to read widely and in accordance with the suggested activity programme, which provides information on the major economies, corporate case studies, and leading theories.</p>

Course Content:	Lecture	Seminar
	1. Comparative Business and National Economic Success	No seminar. Preparation and reading for seminars
	2. Concepts and Frameworks for Comparative Business	No seminar. Preparation and reading for seminars
	3. Modern Economic Growth	No seminar. Preparation and reading for seminars
	4. Global Production and Trade	1. Comparative Methods and National Economic Success; Advice on presentations and assignment
	5. Location, Clusters and Globalization	No seminar. Preparation and reading for seminars
	6. Human Capital: Organizational Explanations	2. National Competitive Advantage and its Critics
	7. Business Organization	No seminar. Preparation and reading for seminars
	8. Human Capital: Institutional Patterns	3. Scale, Scope and the Business Environment
	9. Assessing Human Capital, the State, Institutions, and Organizations	4. Comparing Industries: National and International Factors
	10. The State and National Competitiveness	No seminar. Preparation and reading for seminars
	11. Technological Innovation	
	12. Pathways in Economic Growth	No seminar. Preparation and reading for seminars
	13. Patterns of Economic Growth	5. Presentations: Human Resources and the State
	14. Business Systems and Causal Factors	No seminar. Preparation and reading for seminars
	15. National Culture and the Spirit of Capitalism	6. Late Industrialisation and National Institutions
	16. The Transnational Corporation	No seminar. Preparation and reading for seminars
	17. Production and Operating Systems	7. Presentations: National Culture and Transnational Business
	18. Finance, Shareholding and Stakeholding (10 th March): R Fitzgerald	Assignment preparation
	19. Finance and Corporate Governance	8. Revision Class
	20. Interpreting and Understanding Modern Business	Assignment preparation
Teaching & Learning	lectures and seminars.	
Key Bibliography:	<ul style="list-style-type: none"> • For the relevance of its analysis: C Smith, B McSweeney and R Fitzgerald, Remaking Management: Between Global and Local (Cambridge University Press, 2008), notably chapter 4, but also chapters 1-3. • For its information on the world economy and its structure: P.Dicken, Global Shift: the Internationalisation of Economic Activity (2003) 338.09 DIC • As the leading work on comparative business: M.E.Porter, The Competitive Advantage of Nations (London: Macmillan, 1990) 338.6048 POR • As another major work on comparative business: A.D.Chandler, Scale and Scope: The Dynamics of Industrial Capitalism (Harvard University Press, 1990) 338.644 CHA 	
Assessment:	<p>Full Year Assessment:</p> <ul style="list-style-type: none"> • One piece of individual coursework of 2000-2500 words (20%). • A group presentation (30-35 minutes followed by questions and answers) and a group report of 1500-2000 words (10%). • A three hour written examination taken during Term 3 (70%). <p>Alternative Assessment: TBC</p>	

Course Code:	MN3345	Course Value:	0.5	Availability:	Term 2
Title:	Strategic Accounting				
Prerequisites	MN2041 or equivalent				
Aims:	<p>To develop a critical understanding of accounting and financial links to strategy especially the enabling characteristics of and limitations of accounting and finance in strategic decision-making.</p> <p>Course Content:</p> <p>Systems context for financial management control strategy: dependencies and relationships</p> <p>Revenue and internal operating architecture and management accounting in a changing environment</p> <p>Capitalisation issues: leasing and off-balance-sheet financing</p> <p>Exploring the domain of organisational control: responsibility accounting and transfer pricing</p> <p>How managerial incentives affect financial decisions</p> <p>Information conveyed by financial decisions: short-term versus long-term decision-making</p> <p>Stakeholder conflict. efficiency, effectiveness and distribution issues</p> <p>Aligning the interests of all stakeholders</p> <p>Sustaining growth: mergers and acquisitions and the logic of expansion</p>				
Learning Outcomes:	<p>By the end of the course, students should be able to:</p> <p>Understand, develop and interrogate business models and operating architecture</p> <p>Evaluate capital structure and off-balance sheet financing</p> <p>Evaluate the impact of mergers and acquisitions on businesses</p> <p>Evaluate strategic control tools and techniques such as responsibility accounting and transfer pricing</p>				
Teaching & Learning	<p>There will normally be a one-hour lecture and a one-hour workshop each week, with the workshops lagging one week behind the lectures. Total contact hours: 10 lectures</p>				
Key Bibliography	<p>Ahwere-Bafo, J. (2012), Custom Text: Strategic Management Accounting (MN3345). Second Edition. London: McGraw-Hill</p> <p>References to relevant academic papers and practitioner-oriented articles will be given in lectures.</p>				
Assessment:	<p>Coursework (100%) Written assignment(s), which may include analysis of a practical case and/or critical discussion of topics in strategic management accounting. Two assignments with weightings of 50% each. Deadlines: Assignment 1 (Due Thursday 14/2/2013 at 12noon) Assignment 2 (Due Thursday 14/3/2013 at 12noon)</p>				

Course Code:	MN3365	Course Value:	0.5	Availability:	Term 1
Course Title:	Strategic Finance				

Prerequisites:	MN104 and MN204 or equivalent
Aims:	To develop a critical understanding of financial links to strategy especially the enabling characteristics of and limitations of finance in strategic decision-making.
Learning Outcomes:	On completion of the course students should be able to: <ul style="list-style-type: none"> • Apply the main principles of financial theory to commercial problems. • Understand the notion and relationship between risk and return. • Understand the valuation of equities, bonds and options and the relative merits of different approaches. • Discuss the relevance of information efficiency. • Evaluate the consequences of a proposed takeover or merger. • Analyse the current state of financial markets.
Course Content:	<p>This course will provide an overview of corporate finance in both a domestic and an international setting. We will look carefully at the workings of international capital markets emphasising the pricing of bonds and equities. We will also discuss NPV & other investment criteria, risk & return, options and M&A.</p> <p>The course will also provide students with a critical understanding and background to issues that help shape strategic business decision-making. We would also expect students to be aware that Finance and Business Strategy operate within a industry and institutional context. The course will explore the current business context within which finance operates and the factors that can promote or frustrate strategic outcomes.</p>
Teaching & Learning Methods:	There will normally be a one-hour lecture plus a one-hour workshop every second week. Lectures start in week 1 of autumn term. The workshops start the following week (i.e. week 2 of autumn term). Attendance is compulsory!
Key Bibliography:	<p>Main Textbook:</p> <p>Brealey, Myers and Marcus. Fundamentals of Corporate Finance, Mc-Graw Hill, 7th Edition.</p>
Assessment:	<p>This course is assessed by an assignment (essay question) and an exam at the end of the year. The assignment (deadline: you will be notified in lectures & seminars) will be discussed thoroughly during the lectures and seminars. You are required to hand in TWO copies and we strongly urge you to keep a copy for yourself.</p> <p>Finally there is a 3 hour exam at the end of the year. Exam questions for this course are mostly quantitative in nature. The examination tests your ability to answer computational questions and demonstrate your ability to analyse results by applying techniques covered on the course. It also allows you to demonstrate your ability to explain and critically evaluate the techniques and demonstrate your wider reading in the general subject area. Please have a look at past exam papers to get an idea of the exercises.</p>

Course Code:	MN3425	Course Value:	0.5	Availability:	Term 1
Course Title:	Strategies for the Information Age				
Prerequisites:	MN2021 or equivalent				
Aims:	<p>The main aims of the module are to:</p> <ul style="list-style-type: none"> • To enable students to appreciate that successful management of technological change is far more important than the mere introduction of computer-based information systems. • To explain how information systems can provide firms with a strategic advantage in the global economy. • To assess the potential impacts of information systems on business processes. 				

	<ul style="list-style-type: none"> To assess the role of information technology in economic development and to examine the concept of the 'information society'.
Learning Outcomes:	<p>On completion of the course students should be able to:</p> <ul style="list-style-type: none"> Understand the importance of aligning IS and business strategies within an organisational context, Examine some of the management issues surrounding global information systems, Assess the challenges and opportunities presented by information systems outsourcing Understand the issues surrounding the rapid growth of electronic commerce, Develop an appreciation of the political nature of IS/IT evaluation within the organisational context, Examine the role of information technology in economic development, and Examine the issues raised by the growth of the information society
Course Content:	<p>Constantly evolving technologies present a challenge to organisations, which need to harness the potential of such technologies to contribute to business success in highly competitive and innovative business environments. Even though it is not necessary for a general manager to understand all technologies, it is necessary to understand the consequences of using technologies relevant to the business's environment. General managers who leave the IS decisions solely to their IS professionals often put themselves and their companies at a disadvantage. The aim of this course is to address the management issues involved with the introduction and exploitation of innovative information systems in and between organisations allowing them to compete effectively in today's information age.</p> <p>Course topics:</p> <ol style="list-style-type: none"> 1. Competing with information systems 2. Aligning IS and business strategies 3. IS and the business process 4. Global information systems 5. Outsourcing IS 6. Evaluating information systems 7. Myths and realities of e-commerce 8. IS and economic development 9. Examining the information society
Teaching & Learning Methods:	<p>The course will use a combination of lectures and seminars. Lectures and their associated readings will be the main means of providing knowledge inputs to students. Seminars will provide opportunities for students to test and apply their knowledge through student-centred exercises and discussions of a variety of case studies. The assignment will provide an important further opportunity for students to extend and apply their knowledge.</p>
Key Bibliography:	<p>Pearlson and Saunders (2006) <i>Managing and Using Information Systems: a Strategic Approach</i> 3rd edition (Wiley)</p> <p>Ward, J. & Peppard, J (2002), <i>Strategic Planning for Information Systems</i>, Wiley</p>
Assessment:	<p>Full Year Assessment:</p> <p>Exam: (70%) 2 hours unseen, taken during Term 3</p> <p>Coursework: (30%) The assignment will consist of group-based research. Each member of the group will be assigned a specific area of investigation within the topic. All students will be required to contribute to an oral (but non-assessed) presentation of their group's findings. Students will be assessed on the basis of an individual essay of approximately 2,000 words on their own area of research for the topic under investigation.</p> <p>Alternative Assessment: TBC</p>

Course Code:	MN3555	Course Value:	0.5	Availability:	Term 2
Course Title:	E-commerce: putting business on the Web				
Prerequisites:	MN2021 or MN2061 or equivalent				

Aims:	<p>The main aims of the module are to:</p> <ul style="list-style-type: none"> • Describe the key features of web-based e-commerce, how it is being conducted and managed • Investigate a range of e-commerce applications • Assess the major opportunities, limitations, issues and risks of e-commerce • Provide an appreciation of the technologies and business issues surrounding e-commerce systems that underpin modern organisations
Learning Outcomes:	<p>On completion of the course students should be able to:</p> <ul style="list-style-type: none"> • Describe the key features of web-based e-commerce from a managerial perspective • Critically assess a range of e-commerce applications • Assess the major opportunities, limitations, issues and risks of e-commerce • Discuss the technologies and business issues surrounding e-commerce systems that underpin modern organisations
Course Content:	<p>In today's global economy, e-commerce has increasingly become a necessary component of business strategy and a strong catalyst for organisational change and development. Companies of all sizes have Web sites that are aimed directly at customers, and although most purchases still take place via traditional channels, e-commerce continues to be the fastest growing form of retail trade, transforming the way in which companies do business.</p> <p>E-commerce is currently undergoing a period of consolidation in which enthusiasm for new technologies and ideas is accompanied by careful attention to strategy, implementation, and profitability. E-commerce can be approached from two major aspects: technological and managerial. The course content will concentrate on the second approach, considering e-commerce applications and implementation in depth, while still providing a basic introduction to the enabling technologies.</p> <p>Course topics:</p> <ol style="list-style-type: none"> 10. Introduction to e-commerce: business models and marketplaces 11. E-tailing: products and services 12. E-marketing: consumer behaviour, market research and advertising 13. B2B e-commerce: selling and buying, exchanges and support services 14. E-supply chains and collaborative commerce 15. Other applications: e-government, e-publishing and blogging, e-learning, and e-auctions 16. Wireless e-commerce: m-commerce, l-commerce and pervasive computing 17. E-commerce security and payment systems 18. Filling orders and e-CRM 19. E-commerce strategy and implementation
Teaching & Learning:	lectures and workshops.
Key Bibliography:	<p>Efraim Turban, et al., (2007) <i>Electronic Commerce 2008: a managerial perspective</i> 5th edition (Pearson Prentice Hall)</p> <p>Gary Schneider (2007) <i>Electronic Commerce</i> 7th edition (Delmar Learning)</p> <p>Dave Chaffey (2007) <i>E-Business and E-Commerce Management</i> 3rd edition (Financial Times Prentice Hall)</p>
Assessment:	<p>Exam: (70%) 2 hours unseen, taken during Term 3</p> <p>Coursework: (30%) The assignment will consist of group-based research on a case-study organisation. Each member of the group will be assigned a specific area of investigation for the organisation concerned. All students will be required to contribute to an oral (but non-assessed) presentation of their group's findings. Students will be assessed on the basis of an individual essay of approximately 2,000 words on their own area of research for the case-study organisation under investigation.</p>

Postgraduate Courses:

Postgraduate courses are highly advanced and are available only to students who are currently studying at postgraduate level.

Course Code:	MN5101	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	International Marketing				

Prerequisites:	Acceptance on the MBA programme or equivalent
Aims:	<p>The course aims to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context and drawing on issues in different domains of practice including the public sector.</p> <p>The baseline for the course is the influential US normative tradition of applied marketing principles. Alongside this, the course aims to encourage a critical engagement from students supported by reference to traditions of marketing scholarship, which seek to understand the evolution, production and communication of marketing thought itself.</p> <p>The aim of the course is to introduce students to:</p> <ol style="list-style-type: none"> to provide students with an advanced strategic perspective on contemporary marketing management within an international context, i.e. <ol style="list-style-type: none"> understand the cultural context of managerial marketing thought its historical development from its roots in classical economics in the USA to the normative tradition promoted by academic/consultants such as Drucker, Levitt and Kotler in journals such as HBR demonstrate understanding of popular normative marketing concepts such as the Mix and STP (Segmentation/Targeting/Positioning) through application in practical case scenarios appreciate the rhetorical force, practical influence and limitations of Drucker's maxim that marketing is not merely a function but an organisational philosophy based on an ethos of customer orientation develop an awareness of the global reach of modern brand marketing to offer a theoretically and practically robust basis for further research and/or careers in marketing, <ol style="list-style-type: none"> understand the scope of marketing activity including the non-profit, service and public sector deriving from Kotler and Levy's 'broadening the marketing concept' argument to bring students closer to a critical assessment of marketing related opportunities and issues
Learning Outcomes:	<p>After successful completion of this course students will:</p> <ol style="list-style-type: none"> Understand the marketing concept and its extension to cover public sector, charities and other non-commercial entities in an international context Understand the central concepts and the strategic importance of international marketing Demonstrate awareness of the complementarity and inter-dependence of discrete marketing activities within an international marketing perspective Appreciate the complexity and salience of ethical issues in international marketing and advertising, especially with respect to the wider social influence of marketing activity in different regions of the world
Course Content:	<p>Indicative content for each session:</p> <p>Session 1: Introduction to global marketing (<i>origins of modern marketing and the managerial paradigm, marketing principles and society, marketing mix, marketing management philosophies, extension of the marketing concept: Marketing in a non-commercial context</i>)</p> <p>Session 2: Strategic importance of international marketing (<i>the global marketplace, an introduction to issues in marketing strategy, market entry strategies</i>) and the selection of international markets (<i>the global marketplace, understanding global cultures and buyer behaviour</i>)</p> <p>Session 3: International marketing research (<i>the role of marketing research and opportunity analysis, international marketing segmentation, primary research in international markets</i>)</p> <p>Session 4: Brand communication (<i>advertisement & promotions, product management, issues in brand strategy</i>)</p> <p>Session 5: Service marketing and management (<i>characteristics of services, services marketing mix (7Ps), service as a source of competitive advantage, service quality and customer satisfaction, experience economy</i>)</p> <p>Session 6: Segmentation, targeting and positioning (<i>segmentation variables, segmentation, targeting, positioning and branding, contemporary forms of segmentation</i>)</p> <p>Session 7: Marketing and society (<i>common criticisms of marketing practices, marketing's impact upon society, marketing's impact upon other businesses, corporate social responsibility and marketing ethics in an international context, actions regulating marketing</i>) and ethical considerations in a global marketing context (<i>ethical concepts and their application in marketing, social and cultural considerations in international marketing</i>)</p> <p>Session 8: Presentation workshop and final discussion</p>

Teaching & Learning Methods	The course consists of 8x four-hour sessions of lectures and case studies. Lectures, video, international case analysis, class discussion, student projects including non-assessed presentations (3 minutes maximum), visiting speaker where possible. The course will be supported by a reading pack, consisting of a week-by-week topic list with supporting text and additional readings.
Key Bibliography:	<p>Essential text:</p> <ul style="list-style-type: none"> • Lee and Carter [2005], <i>Global Marketing Management</i> (Oxford: OUP) • Baines, Fill and Page [2008], <i>Marketing</i> (Oxford: OUP) <p>Recommended texts:</p> <ul style="list-style-type: none"> • Doole and Lowe [2008], <i>International Marketing Strategy</i> (5th edn.; London: Thomson) • Hackley [2005], <i>Advertising and Promotion: Communicating Brands</i> (London: Sage) • Solomon, Marshall and Stuart [2007], <i>Marketing – real people, real choices</i> (5th edn.; New Jersey: Pearson) <p>It is vital for students to read more than just the chapters mentioned in the reading pack.</p> <p>Suggested readings (selection):</p> <ul style="list-style-type: none"> • Doyle and Stern [2006], <i>Marketing Management and Strategy</i> (4th edn.; Harlow: Prentice Hall) • Harrison, Newholm and Shaw [2005], <i>The Ethical Consumer</i> (London: SAGE) • Hartley, Robert F. [2006], <i>Marketing Mistakes and Successes</i> (10th edn.; Hoboken: Wiley) • Hartley, Robert F. [2005], <i>Business Ethics – Mistakes and Successes</i> (Hoboken: Wiley) • Hunt and Lambe [2000], 'Marketing's contribution to business strategy: Market orientation, relationship marketing and ...' <i>International Journal of Management Reviews</i>, Vol. 2, No. 1, pp. 17-43 • Lovelock & Wirtz [2003], <i>Services Marketing – People, Technology, Strategy</i> (5th edn.; NJ: Pearson) • Vargo and Lusch [2004], 'Evolving to a new dominant logic for marketing', <i>Journal of Marketing</i>, Vol. 68, No. 1, pp. 1-17 • Webster [1992], 'The changing role of marketing in the corporation', <i>Journal of Marketing</i>, Vol. 56, No. 4, pp. 1-16. • Other resources, e.g. journals, web-based and periodicals t.b.a.
Formative Assessment and Feedback:	Students will receive informal feedback on their learning through their participation in class.
Summative Assessment:	<p>Full Year Assessment:</p> <p>One piece of coursework (20%) and an unseen three-hour examination (80%) taken in Term 3.</p> <p>Term 1 Only Alternative Assessment: TBC</p>

Course Code:	MN5111	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	International Accounting & Finance MBA				
Prerequisites:					
Aims:	<p>This course is designed for graduate students who may not necessarily have a background in the course subject. The course aims to:</p> <ul style="list-style-type: none"> • give a fundamental understanding of key accounting and finance techniques and practices • provide awareness of the impact of contexts (different countries, industries, markets, and regulatory regimes) on accounting and finance ideas and practices <p>develop an awareness of the analytical usefulness of accounting and finance data, but in a manner which emphasises the importance of a wider business understanding for such analysis and the limitations as well as the strengths of the data.</p>				

Learning Outcomes:	<p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Discuss the role of accounting information in external and internal decision making • Discuss the nature and role of the major financial statements • Discuss the accounting conventions underlying the preparation of financial reports in an international context • Understand the progress towards and constraints on the reduction of international accounting reporting requirements • Undertake ratio analysis of balance sheets, income statements and cash flow statements • Identify the strengths and weaknesses of such analysis • Integrate ratio analysis into a wider business analysis • Describe, identify and use relevant costing in management decision making • Describe, identify and distinguish between fixed and variable costs • Calculate the break-even point for simple management decisions
Course Content:	8 lectures (approx. 2 hr s each) and 8 workshops (approx. 1 hr.). The topics for the lectures and workshops will cover the areas set-out in the 'learning outcomes' (above)
Teaching & Learning Methods	The course will be taught over 4 days. There will be two lectures a day and two workshops. In-class discussions of pertinent issues reported in the financial press will be encouraged
Key Bibliography:	<ul style="list-style-type: none"> • Alexander, D. and Nobes C. (2007) <i>Financial Accounting: An International Introduction</i>, 3rd edition (Financial Times-Prentice Hall). (Compulsory Reading) • Walsh, C. (2005) <i>Key Management Ratios: Master the Management Metrics That Drive and Control Your Business</i>, 4th Edition (Financial Times-Prentice Hall). (Recommended Reading)
Formative Assessment and Feedback:	<p>The lectures and workshops will be peppered with micro-tests (often just one question) after which students will receive instant feedback. In-class contribution will be encouraged and commented on by the tutor.</p> <p>Attendance at the lectures and workshops is a <i>requirement</i> for completing this course.</p>
Summative Assessment:	<p>Full Year Assessment: Examination: 3 hours (80%) held during the Summer term. Students answer a total of 3 questions from six (one compulsory question) Multiple Choice Test: 1 hour (20%) held towards the end of the Autumn Term after all 8 sessions have been delivered.</p> <p>Tem 1 Only Alternative Assessment: TBC</p>

Course Code:	MN5122	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	International Operations Management				
Prerequisites:					
	<p>The course will introduce students to some of the main topics in the important field of operations management. Operations management is concerned with those activities which produce the goods and/or deliver the services required by customers. These activities are at the core of any organization and typically involve the management of the vast majority of its assets, employees and expenditure. The success of any organization depends on its ability to manage its operations efficiently – to make best use of its resources, and effectively – to satisfy its customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision making. The consequences are felt not merely in operations but throughout the whole organization. These decisions usually involve significant sums of money and affect the competitive position of the organization for many years. This course will consider the strategic impact of these issues as they organizations engaged in international operations.</p>				

Learning Outcomes:	<p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Explain the importance of operations management to the success of an organization operating internationally • Identify the challenges posed for the management of an organization's operations from operating internationally • Analyse the strategic impact of key operations management decision areas in international operations • Explore the likely challenges posed for international operations by potential future changes in the business environment
Course Content:	<ol style="list-style-type: none"> 1. Introduction to operations management: An overview of the academic discipline of operations management. The strategic role and importance of operations. 2. The internationalization of operations management: The internationalization processes: drivers, challenges and benefits. International operations strategies. 3. Structural Issues: Decision areas concerned with the physical resources of international operations management. Facilities location decisions, capacity management, technology, the supply network. 4. Infrastructural Issues: Decision areas that are concerned with the systems and procedures used to manage the physical resources of international operations. Planning and control, quality management, work organization, human resource management, new product development, performance measurement and improvement.
Teaching & Learning Methods	<p>This course will be taught in eight sessions through lectures and participative workshops. The lectures emphasise learning from studying the relevant literature and augmenting their knowledge by asking questions concerning the course content and by contributing to class discussions. The workshops involve group work, student presentations and whole class discussions, usually based on case studies. The cases provide students with an opportunity to apply theories and concepts to real</p>
Key Bibliography:	<p><i>Recommended Text:</i> Slack, N., Chambers, S., Harland, C., Harrison, A., and Johnston, R., (2004), <i>Operations Management</i>, (4th Edition), FT-Prentice Hall. This book is supported with additional material on its companion website at www.booksites.net/slack.</p> <p>NB. An earlier edition of both books are perfectly acceptable, if students are using a library copy or buying secondhand - but check for the content of some chapters. The recommended text is only one of many available which cover much the same material. Students may be able to use one of the copies of this or other texts in the library. Students should supplement the standard text with wider reading and from the published research (e.g. from academic journals – for example, <i>International Journal of Production and Operations Management</i>).</p>
Formative Feedback:	<p>Students will receive informal feedback on their learning through their participation in class. As well as being summative, the coursework assignment is also formative; its marking will provide individual written feedback.</p>
Summative Assessment:	<p>Full Year Assessment: Exam: (80%) 3 hour paper taken during Term 3. Students answer 3 questions from a choice of 8. Coursework: (20%): Individual assignment: (maximum of 2500 words): Term 1 Only Alternative Assessment: TBC</p>

Course Code:	MN5123	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	INFORMATION SYSTEMS				
Prerequisites:					
Aims:	<p>This course aims to introduce students to some of the key information systems (IS) issues faced by organisations in today's global business environment. Starting with the use of IS for attaining competitive advantage, the course will address organisational and managerial concerns in the development, implementation and effective management of IS. Particular emphasis will be placed on using a variety of case studies to make explicit the problems involved in the management of technological change in organisations as well as the impact of IS on organisational culture and context.</p>				

Learning Outcomes:	<p>Through this course, students should be able to:</p> <ul style="list-style-type: none"> • Develop an appreciation of the strategic issues in IS and ways in which organisations might strengthen their competitive position through the use of IS. • Understand the concept of an IS strategy and the need to align it with business strategies, and to evaluate various IS planning frameworks. • Critically understand the opportunities and challenges posed by various sourcing strategies for IS. • Understand why systems fail or succeed and appreciate the key challenges involved in IS implementation • Critically examine the problematic concepts of IS productivity and evaluation.
Course Content:	<ul style="list-style-type: none"> • Introduction to information systems: IS as social systems; Strategic role of IS; Competing with IS • Aligning IS and business strategies: IS strategy; Global IS strategy; IS-enabled business transformation • Planning for IS: Strategic IS planning; IS planning frameworks • Sourcing strategy for IS: IS outsourcing; Management of outsourcing; Offshore outsourcing • Managing IS: IS success and failure, Quality of IS; IS implementation • IS business value: Productivity paradox and IS business value • Evaluating IS: The problematic nature of evaluation; Analytical and interpretive evaluation • Social implications of IS: Social and ethical implications of IS
Teaching & Learning Methods	<p>This part of the course is taught in 8 sessions through lectures and participative workshops. The lectures emphasise students learning from studying the relevant literature and augmenting their knowledge by asking questions concerning the course content and by contributing to class discussions. The workshops involve groupwork, student presentations and whole class discussions, usually based on case studies. The cases provide students with an opportunity to apply theories and concepts to real business situations.</p>
Key Bibliography:	<p><i>Recommended Text:</i> Laudon, K.P. and Laudon, J.P. (2007), <i>Management Information Systems: Managing the Digital Firm</i> (Pearson Education). This book is updated annually and is supported by an excellent web site at: http://www.prenhall.com/laudon</p> <p>The recommended text is only one of many available which cover much the same material. Students may be able to use one of the copies of this or other texts in the library. Students should supplement the standard text with wider reading and from the published research (e.g., journals such as MIS Quarterly, Journal of Strategic Information Systems, Information Systems Research, Journal of Global Information Management, European Journal of Information Systems etc).</p>
Formative Assessment and Feedback:	<p>Students will receive informal feedback on their learning through their participation in class. As well as being summative, the coursework assignment is also formative; its marking will provide individual written feedback.</p>
Summative Assessment:	<p>Full Year Assessment:</p> <p>Exam: (80%) 3 hour exam taken during Term 3. Students answer 3 questions from a choice of 8.</p> <p>Coursework: (20%): Group assignment: 1 in-course group assignment based on a pre-distributed case study (maximum of 2000 words). All group members will be required to submit a signed, cover page stating that they have all contributed equally to the report.</p> <p>Term 1 Only Assessment: TBC</p>

Course Code:	MN5132	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	International Human Resource Management				
Prerequisites:					
Aims:	<p>This unit introduces students to the key concepts and policies underlying international human resource management (HRM) in organisations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalise and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The unit examines the impact of labour markets and other factors on the changing nature of human resource management over recent years, focussing on the core HR</p>				

	issues that firms have to deal with in a globalising economy. The unit explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another.
Learning Outcomes:	<ul style="list-style-type: none"> • Discuss critically how wider social and institutional factors influence HRM and employment at the level of the firm. • Understand the core concepts, issues and policies underlying HRM in organisations, and their complexities in the international business context. • Evaluate the different approaches to and strategies for managing employees in international business activities. • Understand the problems and issues in managing workforces across national borders.
Course Content:	<ul style="list-style-type: none"> • Strategic HRM: theory and practice • International diversity in HRM and globalisation • Employee relations, participation and involvement • Skill development and organisational learning • International staffing policies • Expatriation and careers • International compensation and performance management • Transferring human resources and work practices across national borders
Teaching & Learning Methods	The course will consist of 8 four-hour sessions. Each session will open with a lecture, followed by small group work, case analysis and plenary discussion.
Key Bibliography:	<p>Recommended Text Books</p> <ul style="list-style-type: none"> • Harzing, A.-W. and van Ruysseveldt, J. (eds) (2004) <i>International Human Resource Management</i> (London: Sage). • Edwards, T. and Rees, C. (2005) <i>International Human Resource Management: Globalization, National Systems and Multinational Corporations</i>. Prentice Hall. • Boxall, P. and Purcell, J. (2007) <i>Strategy and Human Resource Management</i>, Palgrave (2nd edition) <p>Other useful background texts:</p> <ul style="list-style-type: none"> • Beardwell, I., Holden L. and Claydon, T. (2007) <i>Human Resource Management. A Contemporary Perspective</i> 5th Edition (Harlow: FT Prentice Hall). • Briscoe, D. R. and Schuler, R. S. (2004) <i>International Human Resource Management: Policy and Practice for the Global Enterprise</i>, London and New York: Routledge • Dowling, P.J. and Welch, D.E. (2004) <i>International Human Resource Management</i>, London: Thomson Learning • Schuler, R.S. and Jackson, S.E. (1999) <i>Strategic Human Resource Management</i>, Blackwell Business. • Scullion, H. and Linehan, M (2005) <i>International Human Resource Management. A Critical Text</i>, Basingstoke: Palgrave • Tayeb, M. H. (2005) <i>International Human Resource Management: a Multinational Company</i>, Oxford: Oxford University Press
Formative Assessment and Feedback:	Feedback will be provided on workshop discussions and on plenary presentations.
Summative Assessment:	<p>Full Year Assessment:</p> <p>Exam: 80% (3 hour exam taken during Term 3. Students answer 3 questions from a choice of 6)</p> <p>Coursework: 20% (one written assignment of maximum of 3,000 words)</p> <p>Term 1 Only Assessment: TBC</p>

Course Code:	MN5133	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	LEADERSHIP & BEHAVIOUR IN ORGANISATIONS				
Prerequisites:	Acceptance on the MBA programme or equivalent				
Aims:	This course will enable students to develop an advanced understanding of the processes of leadership, its scope and limitations, in different social and organizational contexts. The course will draw on the students' own experiences as leaders and followers to enable them to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management.				
Learning Outcomes:	<p>By the end of the course students should be able to understand:</p> <ul style="list-style-type: none"> • The relationship between leadership, management and administration • Transactional and transforming leadership • Leadership and the management of culture and meaning • Groups, teams and organizations • Dysfunctional forms of leadership • Organizational politics • Business ethics, morality and sustainability • The management of diversity and difference <p>The course will also equip the student with some of the following competencies:</p> <ul style="list-style-type: none"> • Conceptual skills of analysing, interpreting and evaluating leadership processes and styles • Communication skills associated with working in teams • Reflective skills of developing their understanding by juxtaposing theories of organizations with their own experiences of being members, customers or observers of organizations • Communication and symbolic skills that will enable them to develop their own leadership qualities • Emotional skills that will enable them to understand, assess and guide the emotions of other organizational participants 				
Course Content:	<p>Modular Study</p> <p>Day 1 Learning about organizations and about management. Organizing and organizations; structures and their stakeholders. Organizations, their environments and their technologies. The role of leadership in defining environment.</p> <p>Day 2 Leadership and management. Two foundational theories of management: Scientific Management and Human Relations. Leaders and managers. Transforming and transactional leadership. Leadership as management of meaning. Leadership and change.</p> <p>Day 3 Emotion and rationality in leading others. Leadership and emotional intelligence. Psychological contracts. Groups, teams and syndicates; some dysfunctions of leadership and groups. Power, politics and conflict.</p> <p>Day 4 Leadership and the management of conflict and change. To what extent can change be managed? Organizational culture and some cross-national comparisons. Business ethics and the management of diversity and difference.</p>				
Teaching & Learning Methods	The delivery of this course will be in modular fashion over two teaching weeks. Each day session will include approximately 2 hours of lecturing and 2 hours of case studies, role play, video projections and other hands-on learning.				
Key Bibliography:	Fineman, S., Sims, D., and Gabriel, Y., (2005) <i>Organizing and Organizations</i> . Sage (3 rd Edition) Grint, K. (Ed.). (2000). <i>The arts of leadership</i> . Oxford: Oxford University Press.				
Formative Feedback:	A 1-hour debriefing session during the final class as well as verbal feedback via in-class discussions.				

Assessment:	Full Year Assessment: Exam: 80% (3 hours, taken during Term 3. Students answer 3 questions from a choice of 8) Coursework: 20% An individual case study assignment (maximum of 2000 words) Term 1 Only Alternative Assessment: TBC
--------------------	---

Course Code:	MN5141	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	Business Economics				
Prerequisites:	Acceptance on the MBA programme				
Aims:	This course is designed as an introductory course for graduate students. The intention is to introduce students to the intuition driving economics, its toolkit and way of thinking as it applies to the operation of firms and the business environment. The course primary explores the many strategic questions that confront firms through the use and application of economic principles in a non technical manner. The ultimate aim of the course is to inspire confidence in students, improve the clarity of their decision making and help improve their analytical abilities.				
Learning Outcomes:	At the end of this course you should be able to: <ul style="list-style-type: none"> • Demonstrate an advanced understanding of economic analysis and reasoning relevant within a business context • Display an appreciation of the economic underpinnings of business strategy through the theory of the firm and markets • Evaluate how various models of competitive analysis can be used to assess strategic behaviour 				
Course Content:	There are 8 lectures (approx. 2 hr s each) and 8 seminars (approx. 1 hr.). The topics for the lectures are as follows: Day 1 AM Introduction: Horizontal Boundaries of the Firm Day 1 PM The Vertical Boundaries of the Firm Day 2 AM Market Structure and Competition Day 2 PM Strategic Commitment Day 3 AM Dynamics of Pricing Rivalry Day 3 PM Entry and Exit Day 4 AM Industry Analysis Day 4 PM Strategic Positioning and Competitive Advantage				
Teaching & Learning Methods	The course will be taught over 4 days. There will be two lectures a day and two seminars. The lectures are used to illustrate the key points under each topic using a combination of economic intuition and real business examples. Seminars will be used for case studies and applications of the material covered in the lectures.				
Key Bibliography:	Besanko, D, Dranove, D and Shanley, M (2003), <i>Economics of Strategy</i> , 4 th Edition, John Wiley & Sons. 338.75 BES (**Compulsory Reading)				
Formative Assessment and Feedback:	Verbal feedback will be provided during in-class discussion. Please note that attendance at the lectures and seminars are a <i>requirement</i> for completing this course. Students not considered to be making a reasonable effort to comply with these regulations will be excluded from the examination.				
Summative Assessment:	Full Year Assessment: (80%) Exam (3 hours, taken during Term 3. Students answer 3 questions from a choice of 4. (20%) A group project (3000 words maximum) Term 1 Only Alternative Assessment: TBC				

Course Code:	MN5151	Course Value:	5.75% (11 credit hours) (5.5 ECTS)	Availability:	Term 1
Title:	INTERNATIONAL STRATEGY				
Prerequisites:	Acceptance on the MBA programme				
Aims:	<p>This course provides the student with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation. The aim is to introduce the student to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally</p>				
Learning Outcomes:	<p>By the end of the course students should be able to:-</p> <ul style="list-style-type: none"> • Evaluate the factors that need to be considered in analysing a firm's external environment • Evaluate the internal core competences of a firm • Formulate strategy for a firm • Understand the nature of corporate strategy • Understand the nature of international strategy. 				
Course Content:	<p>The course consists of 8 x three hour sessions of lectures and case studies. The topics for the lectures are as follows:</p> <p>Day 1 AM Introduction to Strategy Day 1 PM The Market Positioning Approach Day 2 AM The Resource Based View Day 2 PM Corporate Strategy Day 3 AM International Strategy Day 3 PM Alliances, Mergers and Acquisitions Day 4 AM Globalisation and MNC organisation structures Day 4 PM Workshop and panel discussion</p>				
Teaching & Learning Methods	<p>The course will be taught over 4 days. There will be two lectures a day and two seminars. The lectures are used to illustrate the key points under each topic using strategic frameworks as well as real business examples. Seminars will be used for case studies and applications of the material covered in the lectures. In the final session an integrative case study will be used to bring together a lot of the concepts introduced in the course and is intended to be highly interactive.</p>				
Key Bibliography:	<ul style="list-style-type: none"> • Mintzberg "The Fall and Rise of Strategic Planning" <i>Harvard Business Review</i>, Jan-Feb 1994 • Johnson and Scholes (edition 7) exploring Corporate strategy • Segal-Horn and Faulkner (1998) <i>The Dynamics of International Strategy</i> • Segal-Horn (1999) <i>The Strategy Reader</i> Grant De Wit and Meyer • MacMillan & McGrath "Discovering New Points of Differentiation" <i>Harvard Business Review</i>, July-Aug 1997 				
Formative Feedback:	<p>Students will receive informal feedback on their learning through their participation in class. Written feedback on group assignment will be provided.</p>				
Summative Assessment:	<p>Full Year Assessment: Exam: 80% (3 hr exam taken during Term 3. Students answer 3 questions from a choice of 8) Coursework: 20% group assignment of 3000 words maximum. Term 1 Only Assessment: TBC</p>				