

School of Management

Head of School

Professor J Bebbington

Taught Programmes

M.Litt.: Corporate Social Responsibility (*not available 2011-12*)
Finance & Accounting (*not available 2011-12*)
Finance & Management
Human Resource Management
International Business
International Business and Strategy
Management
Managing in the Creative Industries
Marketing

M.Sc.: Management & Information Technology

M.Res.: Management Studies

For all Masters degrees there are exit awards available that allow suitably-qualified candidates to receive a Postgraduate Certificate or Postgraduate Diploma.

Programme Requirements

Corporate Social Responsibility (*not available 2011-12*)

Taught Element: 80 credits from MN5001, MN5002, MN5603 and MN5843, plus 40 credits from IS5102, IS5103 or other approved 5000-level MN modules.

M.Litt.: 120 credits from the Taught Element plus 60 credits from either MN5498 or MN5499

Finance & Accounting (*not available 2011-12*)

Taught Element: 80 credits including MN5442, MN5443, MN5450, plus 40 credits from MN5470, MN5603, MN5607, MN5611, MN5612

M.Litt.: 120 credits from the Taught Element plus *either* MN5498 *or* MN5499

Finance & Management

Taught Element: 80 credits from MN5442, MN5443, MN5444, MN5612, plus 40 credits from IS5102, IS5103, or other approved 5000-level MN modules.

M.Litt.: 120 credits from the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

Human Resource Management

Taught Element: 80 credits including MN5001, MN5002, MN5480 and MN5481 plus 40 credits from other approved 5000-level MN modules.

M.Litt.: 120 credits from the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

Management – 5000 Level Modules 2011/12 – October 2011

International Business

Taught Element: 80 credits including MN5001, MN5002, MN5423 and MN5425 plus 40 credits from IS5102, IS5103 or other approved 5000-level MN modules.

M.Litt.: 120 credits from the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

International Business & Strategy

M.Litt.: 120 credits from Moscow State University and 60 credits from MN5423, MN5001, and MN5501, and 60 credits from *either* MN5498 *or* MN5499

Management

Taught Element: 80 credits including MN5424, MN5461, MN5470, MN5471, plus 40 credits from IS5103 or other approved 5000-level MN modules.

M.Litt.: 120 credits as for the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

Management Studies

Taught Element: 100 credits from compulsory modules:
SS5101 - SS5104, MN5001, MN5002
and 20 credits from one of the optional modules from the School of Management Taught Postgraduate suite of Modules (in consultation with M.Res. Director)

M.Res.: 120 credits from the Taught Element plus 60 credits from MN5399

Managing in the Creative Industries

Taught Element: 120 credits from MN5490 - MN5496

M.Litt.: 120 credits as for the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

Marketing

Taught Element: 80 credits from MN5001, MN5002, MN5404 and MN5405, plus 40 credits from IS5102, IS5103 or other approved 5000-level MN modules.

M.Litt.: 125 credits as for the Taught Element plus 60 credits from *either* MN5498 *or* MN5499

Management & Information Technology

Taught Element: 80 credits from modules IS5102, IS5103, MN5470, MN5471, 20 credits from MN5401, MN5421, MN5461, MN5472, MN5480, MN5501 - MN5770, and 20 credits from IS5104, IS5105, IS5106, CS5041

M.Sc.: 120 credits from modules as for Taught Element, plus 5 credits from IS5101, and 60 credits from IS5199 or MN5599.

Modules

IS5101 Academic Project Planning

Credits: 5 Semester: Whole Year

Programme(s): Compulsory module for M.Sc. in Management & Information Technology Programme.

Description: This module is designed to provide a streamlined progress path towards producing a personal academic project prior to carry out a major project and dissertation as part of a taught Masters programme. Students will be given the opportunity to submit and refine their plans in response to a series of lectures and workshops delivered over two semesters. Project management concepts and techniques will be introduced and reinforced by practical exercises using the capabilities of common software applications for planning. In addition generic skills will be covered which include research techniques, awareness of professional and ethical issues, document preparation, technical writing, evaluation and presentation.

Class Hour: To be arranged

Teaching: Combination of lectures, seminars and practical classes.

Assessment: Continuous Assessment = 100%

IS5102 Database Management Systems

Credits: 20 Semester: 1

Programme(s): Compulsory module for M.Sc. in Management & Information Technology Programme.

Optional module for Corporate Social Responsibility, Finance & Management, International Business, Marketing Postgraduate Taught Programmes.

Description: It is important for managers to understand what a database is, when to use a database, and what differentiates a database from a spreadsheet. This module covers: different types of database management systems including Microsoft Access and MySQL; the most appropriate database management system to choose depending upon the requirements of a project; database design including including E-R modelling. Database theory will also be covered including: Relational schemas, relational algebra, normalization, and Structured Query Language.

Class Hour: To be arranged

Teaching: One two-hour lecture and a one-hour seminar.

Assessment: Continuous Assessment = 100%

IS5103 Web Technologies

Credits: 20 Semester: 2

Programme(s): Compulsory module for M.Sc. in Management & Information Technology Programme.

Optional module for Corporate Social Responsibility, Finance & Management, International Business, Management, Marketing Postgraduate Taught Programmes.

Description: A web application is a collection of web pages that interact with the user, with each other, and with various resources on a web server, including databases. It is important for managers to understand the different technologies that are used to develop web applications, not only to understand but to be able to discuss with web designers the needs of an organization when it comes to web sites. This module covers: Web accessibility, Cascading style sheets, and Web server technologies.

Class Hour: To be arranged

Teaching: One two-hour lecture and a one-hour seminar.

Assessment: Continuous Assessment = 60%, Two Hour Examination = 40%

Management – 5000 Level Modules 2011/12 – October 2011

IS5104 Information Security Management

Credits: 20 Semester: 2

Programme(s): Optional module for M.Sc. in Advanced Computer Science, Artificial Intelligence, Management & Information Technology, Networks & Distributed Systems Programmes.

Description: This module reviews key theoretical and practical aspects of Information Security Management. The module content covers higher level technical and theoretical issues as well as management issues such as organizational, planning, certification, auditing and governance. From the student's perspective the module introduces students to a topical field of business and IT concern via varied learning styles and in depth consideration of current issues, standards and scenarios. The module uses both block learning and individual self-learning.

Class Hour: To be arranged.

Teaching: 1 x 2-hour lecture and a 1-hour seminar.

Assessment: Continuous Assessment = 60%, 2-hour Examination = 40%

IS5105 IT Software Engineering Principles

Credits: 20 Semester: 1

Anti-requisite: CS5031

Programme(s): Optional module for M.Sc. in Advanced Computer Science, Artificial Intelligence, Management & Information Technology, Networks & Distributed Systems Programmes.

Description: This module reviews and summarises the key concepts in large scale software development. Personnel and skills management in explored along with the human centric processes involved in appropriating system requirements, functionality and high level descriptions necessary to guide the development of and finally assess a working system. From the student's perspective, the module does not require prior programming knowledge as the skills set developed covers process, organisational and management issues. The module uses various learning styles and strategies, including self directed learning and presentational skills.

Class Hour: To be arranged

Teaching: 1 x 2-hour lecture and a 1-hour seminar.

Assessment: Continuous Assessment = 100%

IS5106 Digital Media

Credits: 20 Semester: 2

Programme(s): Optional module for M.Sc. in Information Technology, Management & IT and Advanced Computer Science Programmes.

Description: Effective communication of information increasingly relies on digital media technology as a means of production and or delivery. This practically orientated module considers a variety of solutions for printed materials and interactive or online presentations. Using industry standard software it looks at digital typography, image generation and manipulation, animation and illustration techniques and their application to create appropriate and effective communication media.

Class Hour: To be arranged.

Teaching: 3 lectures, a tutorial and a practical.

Assessment: Continuous Assessment = 100%

Management – 5000 Level Modules 2011/12 – October 2011

IS5199 Dissertation in Management & IT

Credits:	60	Semester:	Summer
Prerequisite:	Admission to dissertation phase of the M.Sc.		
Anti-requisite:	MN5599		
Programme(s):	Component of M.Sc. in Management & Information Technology Programme, compulsory except where replaced by MN5599.		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the fields of Management and Information Technologies. They are required to prepare a dissertation of not more than 15,000 words on an approved topic which shows appropriate competences in both fields, especially in IT. At least 25% of the work will involve IT and 25% will involve Management focus. Typically it comprises a related work review, extension of old or development of new ideas, their implementation and testing, summarised in a report, with the implementation based on sound theory and software engineering principles. The project may be a team project but the dissertation will be an individual one.		
Class Hour:	To be arranged.		
Teaching:	Personal Supervision		
Assessment:	Dissertation = 100%		

MN5001 Contemporary Global Issues in Management

Credits:	20	Semester:	1
Programme(s):	Compulsory module for the Corporate Social Responsibility, Human Resource Management, International Business, and Marketing Taught Postgraduate Programmes and International Business & Strategy (Moscow State) and for the M.Res. in Management Studies Programme.		
Description:	This module is aimed at creating a deep and wide appreciation of how various global trends will impact upon economies, organisations and from there, the practice of management. In particular, the way in which ecological, social and economic factors interact to create threats and possibilities for organisations will be addressed. Moreover, the varying ways in which these aspects manifest themselves in different parts of the globe will be elucidated in order to ensure that all students have an appreciation of both how their own and other countries might be affected by various trends. Finally, students will also be supported to make the link between these issues and how they manifest themselves in their chosen area of study.		
Class Hour:	To be arranged.		
Teaching:	2 lectures and 1 seminar.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

MN5002 Contemporary Conceptual Issues in Management

Credits:	20	Semester:	2
Programme(s):	Compulsory module for the Corporate Social Responsibility, Human Resource Management, International Business, and Marketing Taught Postgraduate Programmes and for the M.Res. in Management Studies Programme.		
Description:	This module develops students' prior understanding of management and develops a deep understanding of core conceptual challenges in organisations. Using critical case-based exploration and extensive discussion the module explores such basic yet deep questions as: What <i>are</i> organisations? <i>Can</i> organisations be managed, and what do managers actually <i>do</i> ? <i>How</i> do we know what we know? <i>Where</i> does innovation come from? What <i>are</i> skills, knowledge and understanding? What <i>is</i> responsible enterprise? <i>Why</i> are organisations structured the way they are? <i>How</i> do personality, power and politics impact on organisational life? As these and similar questions are addressed, students will be encouraged to reflect and draw upon their own experiences of organisational life as issues are analysed, challenged, researched, evaluated and assessed.		
Class Hour:	To be arranged.		
Teaching:	1 lecture, 1 seminar and 1 practical class.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5399 M.Res. Dissertation in Management Studies

Credits: 60

Programme(s): Compulsory module for the M.Res. in Management Studies programme.

Description: This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of management studies and to prepare a 15,000-20,000 word project detailing justified conclusions and recommendations (as appropriate). The module is a core element of the M.Res. in Management Studies and is available only to students who achieve an average assessment grade of 14 or above in the 7 preceding core modules (BS 5101, 2, 3 and 4 and MN 5301, 2 and 3); and in 1 option. Supervision of the dissertation is also provided.

Class Hour: To be arranged.

Assessment: Dissertation = 100%

MN5401 International Marketing

Credits: 20 Semester: 1

Programme(s): Optional module for International Business, Marketing, Human Resource Management, Management, Finance & Management, Management & IT and the M.Res. in Management Studies Postgraduate Taught Programmes within the School.

Description: This module essentially involves the critical study of International Marketing. Key theories are examined carefully against the backdrop of questions such as: What is an International Marketing Strategy? How is it developed? What role does it fulfil in the organisation? The module will examine the macro and micro factors that influence and affect International Marketing. It is designed to equip students with the necessary skills to make Marketing decisions in a global context.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5404 Marketing Communications & Buyer Behaviour

Credits: 20 Semester: 1

Programme(s): Compulsory module for Marketing Postgraduate Taught Programme.

Description: The aim of this module is to familiarise students with the concepts, theories and analytical techniques within marketing communications and buyer behaviour. This will allow them to understand how we are influenced and marketing communications' role in this. At the core of marketing is the customer (consumer or business). This module will examine customers' perceptions, motivations, social influences and decision making processes before exploring branding, advertising, the full range of promotional tools and the issues with these and how to evaluate the success of marketing communications. Throughout the module, the aim will be to balance the practice and the theory; students will be asked to critically evaluate the theories, concepts and examples that are presented as well as engaging in further reading to broaden their knowledge base.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5405 Dialogue & Debate in Marketing (Masterclasses)

Credits: 20 Semester: 2

Programme(s): Compulsory module for Marketing Taught Postgraduate Programme.

Description: This module builds on students' prior knowledge of marketing concepts by introducing them to contemporary dialogue and debate in marketing and exploring specific questions within one or more broad topics such as; power, technology, morality, green consumption, globalization and communication. The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, and tutorials, debates, simulations and site visits.

Class Hour: To be arranged.

Teaching: Lectures, seminars and practical classes.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5421 Managing People in Global Markets

Credits: 20 Semester: 1

Programme(s): Optional module for International Business, Marketing, Human Resource Management, Management, Finance & Management, Management & IT and the M.Res. in Management Studies Postgraduate Taught Programmes within the School.

Description: The module focuses on the management of human resources in global markets and will help participants understand the problems of managing people in an international/multinational context. One of the most important trends in the development of modern economies is the increased globalization of business. Notwithstanding its economic and social impact, however, globalization is having a significant impact on how we manage people, not only in multinational enterprises but in our indigenous companies as, increasingly, we borrow ideas on "best practice" from overseas. Such efforts at globalisation, whilst generally successful in bringing economic success, have been fraught with problems, which are often the consequence of ethnocentric management teams and their attempts to export US-style "best practice" human resource management to other countries. Thus, it is critically important for globalizing firms to make sensible and contextually-sensitive decisions in key areas of human resource management, which take into account institutional, cultural and psychological differences between parent company institutions, values and practices, those of host countries and those of third country nationals employed to work in global organizations. These decisions usually concern such areas as how people are organized, recruited, selected, deployed, developed, motivated, compensated and how their performance is managed. They also focus on whether or not global organizations employ uniform human resource practices in their various locations throughout the world. Ultimately, effective international human resource management (IHRM) rests on a thorough understanding of the problems of managing people from different backgrounds and this module attempts to explore such problems in-depth and help students apply their understanding to practical managerial situations.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5423 Global Business Strategy

Credits: 20 Semester: 1

Programme(s): Compulsory module for International Business and International Business & Strategy Taught Postgraduate Programmes.

Description: International business strategy is a broad but at the same time synthetic discipline which comprises elements of the international political economy, financial aspects and strategic planning and implementation. This module draws these elements together in the context of the international business environment and seeks to define optimal paths to competitive advantage within this complex and fast-changing business context. The module introduces a wide variety of themes, explanations and interpretations that characterise strategic management. The module will challenge students to consider strategic problems in a rigorous manner and a suitable balance between strategic planning and strategy implementation is maintained.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5424 Corporate Finance & Accounting in a Global Context

Credits: 20 Semester: 1

Anti-requisite: MN5422

Programme(s): Compulsory module for Management Taught Postgraduate Programme.

Description: The module will introduce students to the basic principles and practices of accounting and corporate finance. The first half of the module will concentrate on teaching students financial accounting and reporting via the accounting equation method; this will enable students to become familiar with accounting techniques and develop an understanding of financial statements and methods employed in their creation. The second half of the module will introduce corporate finance concepts such as capital structure, the CAPM, and investment appraisal techniques. The module will employ case studies to highlight to students how these principles are employed within industry; the case studies will be based in an international setting.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

Management – 5000 Level Modules 2011/12 – October 2011

MN5425 Masterclasses in International Business

Credits: 20 Semester: 2

Programme(s): Compulsory module for International Business Taught Postgraduate Programme.

Description: This module builds on students' prior knowledge of International Business concepts by introducing them to contemporary dialogue and debate in International Business. The module will explore specific questions within one or more broad topics such as: globalization and globalization protests; neo-liberalism and free trade; the global dimension of the financial crisis; the fortune at the bottom of the pyramid; 'is the world flat?' The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, tutorials, and debates.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5442 Corporate Financial Management

Credits: 20 Semester: 1

Programme(s): Compulsory module for Finance & Accounting and Finance & Management Taught Postgraduate Programmes.

Description: Financial decisions are made at all levels of management and thus are at the very heart of all organisations. Managers have broadly three major responsibilities in the financial domain which include investment decisions, financing decisions and managing financial risks. Sound financial decisions can help ensure the survival of organisations in an uncertain global environment. Broadly, this module will deal with the first two tasks. The aim of this module is to provide an introduction to modern theories of financial management and to show how to apply the theory to realistic financial decision problems.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5443 Research Methods in Finance & Management

Credits: 20 Semester: 2

Programme(s): Compulsory module for Finance & Accounting and Finance & Management Taught Postgraduate Programmes.

Description: The aim of this module is to provide students with an understanding of issues involved in the design of research projects within a finance and management discipline. This module aims to use recent seminal published work in selected areas of finance and management to examine issues of research design and methodology and, in doing so, aims to help students develop a critical perspective on research development and its contribution to the practice of finance and management. In particular, the module will cover areas such as identifying research areas, writing a literature review, identifying appropriate research techniques as well as the more technical aspects of quantitative research.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

MN5444 Strategic Financial Management

Credits: 20 Semester: 2

Programme(s): Compulsory module for Finance & Management Taught Postgraduate Programme.

Description: The aim of this module is to equip students with the capability of being able to manage complex strategic and financial related situations. This module will apply important analytical tools for making sound decisions in the areas of mergers and acquisitions, valuation and corporate restructuring. Overall, this module will utilize the significant linkages between these areas, as well as between financial strategy and overall strategy management, to help strengthen their firm's competitive advantage. An understanding of strategic management and corporate financial techniques is essential to assessing and developing an organisation's strategy to ensure they are matching the company's strategic advantages to the business environment in which they operate and the module seeks to address this requirement.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

Management – 5000 Level Modules 2011/12 – October 2011

MN5461 Strategic Management in the Information Age

Credits: 20 Semester: 2

Programme(s): Compulsory module for the Management and Management & Information Technology Taught Postgraduate Programmes.

Description: Over the last three decades one of the most significant global trends has been the rapid technical development of information technology and the parallel intensification in the commercial and administrative use of this technology by organisations. In this context this module will develop students' knowledge and understanding of the strategy process and develop an appreciation of organisational responses to the rapidly changing global economy. In addition to this, the module will develop a critical understanding of the challenges of operating in the information age and will also develop awareness of the range of approaches to organisational strategy; its purpose and the process of aligning corporate strategy with operational strategies in the knowledge economy. The module will challenge students to evaluate organisational processes, including marketing and promotion, logistics and supply chain management, in a rigorous manner and develop an understanding as to how organisational resources can be harnessed to respond to the organisational challenges of operating in an age of rapidly and easily accessible information.

Class Hour: To be arranged.

Teaching: 1 x 2-hour lecture and a 1-hour seminar.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5470 Managing Human Resources

Credits: 20 Semester: 1

Programme(s): Compulsory module for Management and Management & Information Technology Taught Postgraduate Programmes.

Description: This module reviews the key theoretical and practical aspects involved in managing human resources. The module content covers both the strategic and operational requirements necessary to secure, develop, reward and retain employees and to ensure their maximum contribution to organisational performance requirements. Individual, organisational and contextual factors that influence the management of people are also considered and throughout there is an emphasis on the critical, analytical and evaluative study of the subject.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5471 Marketing: Principles & Practice

Credits: 20 Semester: 2

Programme(s): Compulsory module for Management Taught Postgraduate Programme.

Description: Marketing is a pervasive social phenomenon, influencing our perceptions and behaviours. We are all in daily contact with the marketing activities of firms, governments and a range of other organisations and we have all observed and experienced aspects of marketing practice throughout our daily lives. Adopting primarily a managerial perspective, this module will offer a critical review of current theory and practice and look at how marketing is evolving in light of changes to the business context. This module will introduce students to the nature and scope of marketing and its role in society. The importance of identifying, understanding and satisfying customers will be highlighted and approaches to segmenting markets and identifying target markets will be reviewed. Marketing activities will be considered within the context of the marketing mix and other managerially-determined variables. The importance of marketing research and the associated processes will be discussed.

Class Hour: To be arranged.

Teaching: Lectures and tutorials.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

Management – 5000 Level Modules 2011/12 – October 2011

MN5480 Managing & Developing People

Credits: 20 Semester: 1

Programme(s): **Compulsory** module for Human Resource Management Taught Postgraduate Programme.

Optional module for Management & Information Technology Taught Postgraduate Programme.

Description: The changing nature of organisations, work and employment places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. Making use of the "HRM Cycle" this module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and, employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. For individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this "mutual gains" approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to employment management.

Class Hour: To be arranged.

Teaching: Lectures and practicals.

Assessment: Continuous Assessment = 50%, 2-hour Examination = 50%

MN5481 Masterclasses in Human Resource Management

Credits: 20 Semester: 2

Programme(s): **Compulsory** module for Human Resource Management Taught Postgraduate Programme.

Description: The module reviews a range of contemporary and critical issues relating to the practise, problemising and theorising about human resource management (HRM). The place of HRM within discourses about organisational purpose and performance and is well established. A growing literature also challenges us to consider a wider set of narratives concerning the ethical and responsible management of organisations and their people and the role of HRM in delivering against this agenda. The curriculum of the module will address HRM from this multiple-perspective approach by considering a range of relevant topics such as "the black box" of the performance-HRM debate, the power-control nexus in HRM, the reality of employee engagement and employee voice; HRM in not-for-profit organisations, the ethics of simultaneous offshoring and downsizing strategies, HRM and the ethical management and control of organisations. Each year, the curriculum would change as relevant to reflect current issues and concerns in the discipline but each year, drawing upon contributions from a number of practitioners, academics and researchers, students will be challenged to engage with and reflect upon the meaning and reality of contemporary issues in HRM.

Class Hour: To be arranged.

Teaching: Lectures, seminars and practicals.

Assessment: Continuous Assessment = 100%

MN5490 Understanding Practice & Theory in the Creative Industries

Credits: 20 Semester: 1

Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module will enable students to develop their ability to think critically and synthesise information concerning current issues within the field of the creative industries. Module content will focus on a number of exemplar substantive areas within the creative industries such as the visual arts, computer gaming and music. Contributions from practitioners in these applied fields will be supplemented by appropriate academic analysis and students will critically evaluate the resultant narrative in relation to established and emerging theory in the creative industries. The module thus provides an engaged approach to knowledge generation and theorising which will assist students in their own working careers, either in research or industry.

Class Hour: To be arranged.

Teaching: Lectures, practicals and fieldwork.

Assessment: Continuous Assessment = 100% (Group work = 30%, Individual coursework = 70%)

MN5491 Understanding the Creative Industries

Credits: 20 Semester: 1

Programme(s): Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module gives students an introduction to the teaching and learning philosophy behind the programme and the theoretical framework that will be presented in order to understand the nature of the creative industries. It then introduces the creative industries, their positioning within the economy and some of the challenges posed by their organization and management. It considers why creative industries feature as part of national economic strategies at this particular point in time; the extent to which creative industries pose managerial and organizational issues distinct from other industries; and some of the challenges facing creative industries given changing economic, social and technological contexts.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

MN5492 The Creative Process

Credits: 10 Semester: 1

Programme(s): Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module examines the creative foundations of creative industries, i.e. their intellectual capital. In doing so the module examines some of our understandings of creativity, how ideas become recognised and designated creative and accordingly recognised as intellectual capital; the nature of the creative process; some of the barriers to creativity and some of the prescriptions as to how creativity may be facilitated. It also considers the protection of intellectual capital through intellectual property rights.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

MN5493 Understanding Social Dynamics

Credits: 10 Semester: 1

Programme(s): Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: The module examines the nature and role of social capital and how this functions within the creative industries. In particular, it considers the nature and function of social networks, how these function and the value of their analysis in understanding social activities. The module considers network identification; how social networks are maintained and enhanced both at the industry and individual interactional levels, and considers some of the skills involved in sustaining successful interaction. The module also introduces and explores the concept of cultural capital and how this operates in terms of creating and structuring consumers and audiences for, and within, the creative industries.

Class Hour: To be arranged.

Teaching: Lectures and seminars

Assessment: Continuous Assessment = 100%

MN5494 Business Planning & Entrepreneurship

Credits: 20 Semester: 2

Programme(s): Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module introduces students to the foundations of the business start up process. In doing so, it considers the process of writing business plans, including the identification of business ideas and business opportunities; the potential sources of, and processes for the acquisition of, economic capital; market analysis, positioning and marketing planning. It also considers the function of business plans, their roles and limits. It also considers some of the issues that face business start ups and entrepreneurship.

Class Hour: To be arranged.

Teaching: Lectures and seminars

Assessment: Continuous Assessment = 100%

Management – 5000 Level Modules 2011/12 – October 2011

MN5495 Managing in a Complex Environment

Credits:	20	Semester:	2
Programme(s):	Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.		
Description:	This module considers some of the challenges facing the creative industries and factors that can affect its future prosperity and sustainability. In doing so, it examines some of the strategies that can be adopted to try and identify longer term changes that may affect the creative industries and planning for such scenarios, and critically examines the strengths and weaknesses of approaches to scenario planning.		
Class Hour:	To be arranged.		
Teaching:	Lectures, seminars and occasional tutorials.		
Assessment:	Continuous Assessment = 100%		

MN5496 Valuing & Evaluation

Credits:	20	Semester:	2
Programme(s):	Compulsory module for Managing in the Creative Industries Taught Postgraduate Programme.		
Description:	This module considers how value is ascribed to functions and activities within the creative industries. It does so firmly by examining understandings of economic value in accounting and financial management, including budgeting and cash flow, through which financial value is ascribed to business activity. It then broadens consideration of value with an examination of the policy contexts within which creative industries function and how considerations of value are ascribed to their functioning including such issues as heritage and cultural appreciation, and economic impact.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 100%		

MN5498 Group Dissertation

Credits:	60	Semester:	Whole Year
Anti-requisite:	MN5499		
Prerequisites:	An average of at least 13.5 in the preceding semester 1 and semester 2 core and option modules (to a total of 120 credits)		
Programme(s):	<i>Either</i> MN5498 <i>or</i> MN5499 is a Compulsory module for M.Litt. in Finance & Management, International Business, International Business & Strategy, Human Resource Management, Management, Managing in the Creative Industries and Marketing		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report detailing justified conclusions and recommendations. This is a core element of the M.Litt. and is only available to students who achieve an average assessment grade of 13.5 or above in their GPA for the 6 preceding taught modules in semesters 1 and 2 (to a total of 120 credits) core and option modules. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided. Each group will comprise up to 6 students. The group dissertation will comprise 70% of the assessment; the remaining 30% will be awarded for an individual report and log book. The individual report should either critically reflect upon working in a multi-cultural project team or on a specific topic related to the group project in both cases the exact topic for the individual report will require supervisor approval.		
Class Hour:	Workshops to be arranged.		
Teaching:	4 x 1-hour lectures and 4 x 2-hour workshops. Students will then be given 6 hours of supervision.		
Assessment:	15,000 word group dissertation report = 70%, 3,000 word individual report = 30%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5499 Individual Dissertation

Credits:	60	Semester:	Whole Year
Anti-requisite:	MN5498		
Prerequisites:	An average of at least 13.5 in the preceding semester 1 and semester 2 core and option modules (to a total of 120 credits)		
Programme(s):	<i>Either</i> MN5498 <i>or</i> MN5499 is a Compulsory module for M.Litt. in Finance & Management, International Business, International Business & Strategy, Human Resource Management, Management, Managing in the Creative Industries and Marketing		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. This is a core element of the M.Litt. and is only available to students who achieve an average assessment grade of 13.5 or above in their GPA for the preceding taught modules in semesters 1 and 2 (to a total of 120 credits). Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided.		
Class Hour:	Workshops to be arranged.		
Teaching:	Up to 6 hours supervision per student.		
Assessment:	Continuous Assessment = 100%		

MN5501 Scenario Thinking & Strategy

Credits:	20	Semester:	2
Programme(s):	Compulsory module for International Business & Strategy Taught Postgraduate Programme. Optional module for all other Taught Postgraduate Programmes in the School, except Managing in the Creative Industries.		
Description:	The structure of environments facing organisations or nations can lie on a scale where the ends represent the static and simple interplay of variables or their dynamic and complex counterparts. The former can best be understood by formal and systematic analysis where the use of quantitative forecasting techniques is especially useful. The latter, which represents the structure of many global sector and market environments, is best analysed using softer, qualitative techniques. Of these, scenario thinking has gained significant ground since its commercial birth in the 1960s. It involves the careful building of stories about how potential futures might evolve. This module will develop understanding of the complexity of environments through the use of scenarios and demonstrate the use of scenarios in public policy and strategy development. The methodologies are many and require multi-disciplinary input ranging from history, social anthropology, ethics, political economy, meteorology, global affairs amongst others.		
Class Hour:	To be arranged.		
Teaching:	1 lecture, 1 seminar.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

MN5510 Entrepreneurs & Entrepreneurship

Credits:	20	Semester:	1
Programme(s):	Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	The module will provide an insight into the nature and identity of entrepreneurship by critically analyzing the way entrepreneurial activity creates economic wealth/social value; and will impart an understanding of individual entrepreneurship, corporate entrepreneurship and social entrepreneurship. This module is based on case studies of some well known entrepreneurs and entrepreneurial organizations - firms such as Apple, Nokia and Google; and entrepreneurs such as Andrew Carnegie, Souter/Gloag, Taddy Blecher and Steve Jobs. It will consider the corporate culture and organization of entrepreneurial firms and enable students to consider what it would be like to work for such firms.		
Class Hour:	To be arranged.		
Teaching:	1 lecture, 2 seminars.		
Assessment:	Continuous Assessment = 50% (individual essay = 25%, group project = 25%), 2-hour Examination = 50%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5511 Leadership in Organisations

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	This module will examine how views of leadership have changed since the Industrial Revolution, from mechanistic, behavioural models of behaviour to modern leadership frameworks which facilitate change in ever dynamic national, international and cultural climates. Emphasis will be on how theoretical models relate to real life scenarios, how leaders are selected and how leadership is assessed. Content combines conceptual knowledge, behavioural guidelines and other information demonstrated by examples and case studies, experiential exercises and feedback on skill utilisation and performance. Lectures and seminars will combine a variety of educational approaches, from interactive discussions to action learning, with a focus on students' own individual leadership development.		
Class Hour:	To be arranged.		
Teaching:	1 lecture, 1 seminar, 1 practical class.		
Assessment:	Continuous Assessment = 50% (individual essay = 30%, group assignment = 20%), 2-hour Examination = 50%		

MN5554 Marketing & Society

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries.		
Description:	This module examines the effects of marketing on societies. The powerful social and cultural influence of marketing has been widely recognised. Through branding and communication marketing shapes consumption, identity and relationships. Our appearance, ideas and behaviour are influenced by marketing in ways more subtle and pervasive than we might think. What we eat, drink and wear; where we live and how we travel; our work and leisure; even the most intimate details of our lives respond to the powers of marketing. The future of marketing is challenged by the negative connotations of globalisation. Actions by certain firms have caused strong reactions to negative effects on workers, consumers and environments, such that a plethora of anti-corporate protest movements has been mobilised in recent decades.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 100%		

MN5559 Retailing Corporate Strategy

Credits:	20	Semester:	1
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries.		
Description:	This module is designed to provide students with a critical understanding of the application of the key concepts of corporate strategy to the competitive requirements of individual retailing organizations. Students will be introduced to the particular competitive characteristics of the retailing environment and individual retail organizations. This will be followed by a background to the key concepts of corporate strategy and strategic decision making. The main part of the module is devoted to the application of the concepts of corporate strategy to the competitive requirements of individual retail organisations. This will centre on the analysis of retailer competitive environments and the comparative assessment of retailer resources. Particular features of retailer strategy, including market positioning strategies, will be considered, as well strategies of retailer produce and geographical diversification and the role of acquisitions and mergers.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5599 Dissertation in Management & IT

Credits:	60	Semester:	Summer
Programme(s):	Component of M.Sc. in Management & Information Technology Programme, compulsory except where replaced by IS5199		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the fields of Management and Information Technologies. They are required to prepare a dissertation of not more than 15,000 words on an approved topic which shows appropriate competences in both fields. At least 25% of the work will involve IT and 25% will involve Management focus, Typically it comprises a related work review, extension of old or development of new ideas, their implementation and testing, summarised in a report, with the implementation based on sound theory and software engineering principles. Team work on dissertations is permitted (up to five students).		
Class Hour:	To be arranged.		
Teaching:	Personal supervision.		
Assessment:	Dissertation = 100%		

MN5603 Responsibility, Sustainability and Accountability in Organisations

Credits:	20	Semester:	2
Programme(s):	Compulsory module for Corporate Social Responsibility programme. Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	The module provides an introduction to and analysis of sustainability and corporate social responsibility, the meaning, tensions and conflicts that these concepts entail and the role that accountability can play in their achievement. The module will examine the theory and practice of social, environmental and sustainability accountability and explore and assess current experience. The module will critically but practically examine the claims made by international business in this field and explore the practical and political constraints on the organization as it seeks to address responsibility, sustainability and accountability.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

MN5604 Financial Systems

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	Financial systems around the world are currently undergoing many changes. These changes arise from competition, consolidation, information technology, product and geographic expansion of manufacturing, service and financial services firms, de-regulation and re-regulation. These changes are taking place within a volatile and uncertain economic environment, and have direct implications for the development, growth and stability of financial systems. This module aims to outline the fundamentals of financial systems. A central theme running through the module is the influence of technology and innovation along with the challenges that this poses to regulators.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5607 International Financial Management

Credits:	20	Semester:	1
Programme(s):	Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	From daily financial management to long term strategic decision making, a full understanding of international finance is essential for all business managers. This module begins with the international monetary frameworks and the conduct of monetary policies in major developed economies. An essential feature of international finance is the crucial role of foreign exchange rate when cross-border transactions and capital flows occur. The determination and forecast of exchange rates and their interdependence with interest rates is discussed, together with the international money and capital markets and capital flows. Recent decades saw an explosion of new derivative products to hedge risks and an understanding of basic derivatives such as options and future/forward is required of the modern business manager.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

MN5608 Risk Management

Credits:	20	Semester:	1
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries.		
Description:	The last two decades have witnessed a spectacular change and growth in financial markets (equity markets, foreign exchange markets, euromarkets and international bond markets). This has brought a new breed of investors that see the role of managers as enhancing their shareholder value and protecting their wealth from potential risk. One of the challenging tasks of managers in recent years has been to manage the exposure to risks that arises from corporate decisions. The 1980s witnessed a resurgence of mergers, acquisitions and take-overs. This brought about new ways of financing such activities with project evaluation, funding and hedging have to be considered together. The principal aim of this module is to provide an introduction to managing the exposure to risk and to apply relevant theories to realistic financial decision problems. This module will also deal with assessing and measuring non-financial risks and their importance in the decision making processes within the firm.		
Class Hour:	To be arranged.		
Teaching:	Lectures and tutorials.		
Assessment:	Continuous Assessment = 50%, 2-hour Examination = 50%		

MN5611 Alternative Investment

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries.		
Description:	This module provides students with an overview on investment opportunities alternative to the main equity and bond markets. It will critically engage students with the key characteristics and issues concerning the main alternative investment opportunities, these being Commodities, Private Equity, Real Estate and especially Hedge Funds. Furthermore, this module will introduce students to the newer alternative investments which include Investibles (e.g. wine and collectibles), Islamic Investment and Responsible Investment. This module will consider the key challenges of evaluating alternative investment portfolios' performance.		
Class Hour:	To be arranged.		
Teaching:	Lectures, tutorials and practicals.		
Assessment:	Continuous Assessment = 100%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5612 Investments & Portfolio Management

Credits:	20	Semester:	1
Programme(s):	Compulsory module for Finance & Management Taught Postgraduate Programme.		
Description:	This module provides comprehensive instruction on topics in investment finance. It combines investment markets instruction with portfolio management - e.g. investment securities, financial institutions, risk and return, valuation methods and models, and fundamental portfolio theory. Emphasis will be on project work and applied applications to theoretical concepts. Students will produce assessed work that has real market application for institutional investors, investment managers and investment consultants. The module will prepare students for professional exams such as the Chartered Financial Analyst certification for those who desire employment in investment.		
Class Hour:	To be arranged.		
Teaching:	Lectures and tutorials.		
Assessment:	Continuous Assessment = 100%		

MN5921 Collaborative Working in Complex Environments

Credits:	20	Semester:	Either
Prerequisites:	Admission to the Collaborative Leadership Programme.		
Programme(s):	Compulsory module for the Collaborative Leadership Programme.		
Description:	This module introduces participants to the skills and processes of collaborative working and leadership and aims to encourage learning through the active investigation of real-life issues and opportunities, within complex organisational environments. Based upon an analysis of the various theories of leadership (trait, behaviour, contingency, attribution, charismatic), the skills effective leadership are considered including motivation, communication, goal-setting and the concept of "followership" explored. Following the establishment of this "learning platform", the module goes on to consider partnership working and organisational change and discusses the distinctive issues and practices of working in partnerships and across organisational boundaries.		
Class Hour:	To be arranged.		
Teaching:	5 x 7-hour day schools.		
Assessment:	Continuous Assessment = 100%		

MN5922 Leadership & Development

Credits:	20	Semester:	Either
Prerequisites:	Admission to the Collaborative Leadership Programme.		
Programme(s):	Compulsory module for the Collaborative Leadership Programme.		
Description:	The module begins by debating the modes and dynamics of power and its distribution as it impacts on how people perceive problems and opportunities, impose limits on their thinking and action and seek to influence others. Power, influence and self/other-identity and perceptions within the negotiated context of authority relationships in organisations are used to explore possibilities and prospects for genuinely alternative ways of leadership and development based upon collaboration and partnership. Issues of trust-building, leading without direct authority, gaining and deserving respect and complex problem-solving would be included.		
	An understanding of a multiple-perspective approach is developed, and participants are facilitated in their development as reflective practitioners.		
Teaching:	5 x 7-hour day schools.		
Assessment:	Continuous Assessment = 100%		

Management – 5000 Level Modules 2011/12 – October 2011

MN5923 Collaborative Project Inquiry

Credits: 20 Semester: Either

Prerequisites: Admission to the Collaborative Leadership Programme.

Programme(s): Optional module for the Collaborative Leadership Programme.

Description: The module situates collaborative leadership and the projects that emerge in its name within the strategy making processes of the organisation. The module reinforces research skills and organisational understanding that have been built-up through the study of earlier modules. Through a live collaborative leadership-focused project, an emphasis is placed on ethical enquiry and the need to generate evidence that will result in behavioural change. This will incorporate skills of interpersonal communication including listening and dialogue, analysis and a focus on the causes and outcomes of behaviours and practice.

Teaching: 5 x 7-hour day schools.

Assessment: Continuous Assessment = 100%

MN5924 People, Process & Performance

Credits: 20 Semester: Either

Prerequisites: Admission to the Collaborative Leadership Programme.

Programme(s): Optional module for the Collaborative Leadership Programme.

Description: This module considers the organisational, processual and interpersonal factors that underpin workplace performance. Adopting a multiple-perspective approach the module analyses the various roles that the leader has to adopt and the often conflicting and competing values that need to be addressed as the performance demands of the various organisational stakeholders are addressed via an appropriate performance management system. The strategic and operational choices in relation to organisational performance approaches are considered and their consequences, costs, constraints and outcomes analysed as the underpinnings of process improvement are investigated within the business.

Teaching: 4 x 6-hour day schools.

Assessment: Continuous Assessment = 100%

SS5101 Being a Social Scientist: Skills, Processes & Outcomes

Credits: 15 Semester: 1

Programme(s): Compulsory module for the M.Res. in Management Studies programme

Description: This module focuses on developing students' specific research thinking and writing skills in a practically based way. Thus, the module will address the nature of being a research social scientist including exploring some of the ethical issues involved. The module will also consider selecting suitable research questions and framing these as appropriate for Masters and PhD dissertations.

Class Hour: To be arranged

Teaching: 3-hour lecture, fortnightly.

Assessment: Continuous Assessment = 100%

SS5102 Philosophy & Methodology of the Social Sciences

Credits: 15 Semester: 1

Programme(s): Compulsory module for M.Res. in Management Studies

Description: Beginning with a discussion of the evolution of the social sciences, this module addresses central philosophical questions of social science including discussion of epistemological and methodological aspects of positivism and interpretivism.

Class Hour; To be arranged.

Teaching: Details to follow.

Assessment: Continuous Assessment = 100%

Management – 5000 Level Modules 2011/12 – October 2011

SS5103 Qualitative methods in Social Research

Credits: 15 Semester: 2

Programme(s) Compulsory module for M.Res. in Management Studies

Description: This module offers both a theoretical and practical introduction to qualitative research. The diversity of the approaches to qualitative research will be addressed but the focus of the module is primarily practical necessitating the active participation of students.

Class Hour: To be arranged

Teaching: 2 hours, weekly

Assessment: Continuous Assessment = 100%

SS5104 Quantitative Research in Social Science

Credits: 15 Semester: 1

Programme(s) Compulsory module for M.Res. in Management Studies

Description: This module will cover basic concepts and approaches to quantitative research in the social sciences in order to provide students with the basic quantitative tools for collecting, organising and analysing data.

Class Hour: To be arranged

Teaching: Details to follow

Assessment: Continuous Assessment = 100%

