

School of Management

Important Degree Information:

B.Sc./M.A. Honours

The general requirements are 480 credits over a period of normally 4 years (and not more than 5 years) or part-time equivalent; the final two years being an approved honours programme of 240 credits, of which 90 credits are at 4000 level and at least a further 120 credits at 3000 and/or 4000 (H) levels. Refer to the appropriate Faculty regulations for lists of subjects recognised as qualifying towards either a BSc or MA degree.

B.Sc./M.A. Honours with Integrated Year Abroad

The general requirements are 540 credits over a period of normally 5 years (and not more than 6 years) or part-time equivalent; the final three years being an approved honours programme of 300 credits, of which 60 credits are gained during the integrated year abroad, 90 credits are at 4000 level and at least a further 120 credits at 3000 and/or 4000 (H) levels. Refer to the appropriate Faculty regulations for lists of subjects recognised as qualifying towards either a BSc or MA degree.

Other Information: In the case of students who spend part of the Honours Programme abroad on a recognised Exchange Scheme, the Programme Requirements will be amended to take into account courses taken while abroad.

Degree Programmes	Programme Requirements at:
(M.A. Honours or B.Sc. Honours): Management	<p>Single Honours Management Degree:</p> <p>Level 1: 40 credits consisting of Passes in MN1001 and MN1002</p> <p>Level 2: 40 credits consisting of Passes in MN2001, MN2002 with an average of 11 or better.</p> <p>Level 3: at least 110 credits including MN3101, MN3102, (MN3201 and MN3202) or (MN3007 and MN3008), and 30 credits from MN4204 - MN4266</p> <p>Level 4: at least 100 credits including MN4203 and 80 credits from MN4204 - MN4266</p>
<p>(M.A. Honours): Management and Arabic, Art History, Classics, Economics, English, French[^], Geography[~], German[^], Integrated Information Technology, International Relations, Italian[^], Middle East Studies, Modern History, Philosophy, Psychology, Russian^{^~}, Social Anthropology, Spanish[^].</p> <p>(B.Sc. Honours): Management and Computer Science, Economics, Geography[~], Geoscience, Internet Computing.</p> <p>[^] available also as 'with Integrated Year Abroad Degrees' [~]Timetable clash exists therefore this combination is subject to arrangement with both departments.</p>	<p>Management element of Joint Honours Degrees:</p> <p>Level 1: 40 credits consisting of passes in MN1001 and MN1002</p> <p>Level 2: 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better.</p> <p>Level 3: MN3101, MN3102, and at least another 10 credits</p> <p>Level 4: MN4203 and at least 50 credits from MN4203 - MN4264</p>

Management – Honours

Degree Programmes	Programme Requirements at:
<p>(B.Sc. Honours): Management with French[^] or Spanish[^] [^] available also as 'with Integrated Year Abroad Degrees'</p>	<p>Management element of Major Degree Programme: Level 1: 40 credits consisting of passes in MN1001 and MN1002 Level 2: 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better. Level 3: 40 credits consisting of MN3101 and MN3102 and a further 20 credits from MN4204 - MN4266 Level 4: 20 credits from MN4203 and 80 credits from MN4204 - MN4266.</p>
<p>(M.A. Honours): Modern Languages with Management[^] [^] available also as 'with Integrated Year Abroad Degrees'</p>	<p>Management element of Minor Degree Programme: Level 1: 40 credits consisting of passes in MN1001 and MN1002 Level 2: 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better. Level 3: 40 credits consisting of MN3101 and MN3102. Level 4: 20 credits from MN4203 and up to 20 credits from MN4204 - MN4266.</p>
<p>(B.Sc. Honours): Management Science</p>	<p>Single Honours Management Science Degree: Level 1: 80 credits consisting of passes in MN1001 and MN1002, MT1002, MT1007 Level 2: 100 credits consisting of passes in MT2001, MT2004. Also MN2001, MN2002 with an average of 11 or better. Level 3: at least 110 credits including MN3101, MN3102, (MN3201 and MN3202) or (MN3007 and MN3008), 30 credits from MT4610, MT4608, MT4527, MT4532, MT4533, and the rest from MN4204 - MN4266. Level 4: at least 100 credits including MN4203, 30 credits from MT4610, MT4608, MT4527, MT4532, MT4533, and the rest from MN4204 - MN4266.</p>
<p>(B.Sc. Honours): Management Science and Computer Science, Economics, Geography, Geoscience, Internet Computing, Mathematics, Statistics.</p>	<p>Management Science element of Joint Honours Degrees: Level 1: 80 credits consisting of Passes in MN1001, MN1002, MT1001, MT1007 Level 2: 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better. Level 3: 40 credits consisting of MN3101, MN3102, and at least another 30 credits from MT4610, MT4608, MT4527, MT4532, MT4533 Level 4: 20 credits from MN4203 and at least 20 credits from MN4204 - MN4266, 15 credits from MT4610, MT4608, MT4527, MT4532, MT4533</p>

Modules

Normally the prerequisite for each of the following Honours modules is entry to the Honours Programme(s) for which they are specified, as well as any specific prerequisite(s) given.

General degree students wishing to enter 3000 modules and non-graduating students wishing to enter 3000 or 4000 level modules must consult with the relevant Honours Adviser within the School before making their selection.

Management (MN) Modules**MN3101 Corporate Finance and Control**

Credits: 20.0 Semester: 2

Description: This module separates the problems of financially vulnerable firms from financially strong firms. The balance sheets and cash flows of vulnerable firms tend to be unusually susceptible to financial pressures and cyclical influences; asymmetries of information and agency costs operate as constraints on the access of such firms to external funding; they are likely to experience both credit and equity rationing in conditions of high interest rates; cash-flow interdependencies may adversely affect dividend and capital expenditure decisions alike. Financially strong firms to a large extent cope with such problems. Major decisions in financial management are presented in modern theory as multiple signals, which may corroborate or contradict one another, emitted by each firm.

Class Hour: 4.00 - 6.00 pm

Teaching: Two lectures plus workshops and tutorials.

Assessment: Continuous Assessment = 30%, 2 Hour Examination = 70%

MN3102 Organisation Studies

Credits: 20.0 Semester: 1

Description: This module examines major organisational theories, surveys key topics in this area, and explores organisational forms that have emerged in recent times. The study of organisations has become a major topic of study, drawing on disciplines such as economics, sociology, psychology, anthropology, and history. The interdisciplinary nature of organisation studies has produced a wide variety of perspectives. These perspectives are based on different assumptions, and place strong emphasis on certain aspects of the organisation at the expense of others. When brought together, however, they yield a rich multifaceted picture of power socioeconomic systems that shape our lives.

Class Hour: 4.00 - 6.00 pm to be confirmed

Teaching: One 2 hour lecture per week plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN3126 International Business

Credits: 20.0 Semester: 2

Availability: 2004-05

Anti-requisite: MN4233

Description: This module is intended to provide an introduction to the complexities and challenges of International Business. This is in preparation for more advanced Seminar and Dissertation work carried out at 4000 Level. It will build on pre-Honours work to address a number of detailed issues facing managers in multinationals, such as 1) internationalisation strategies, 2) country evaluation and selection, 3) the role and impact of government on internationalisation, 4) international markets and marketing, 5) international HRM, 6) the financial and managerial control of multinationals, 7) SME internationalisation and 8) Global IT. It will thereby offer students the opportunity to analyse the implications of international business decisions at a range of levels, from (primarily) a strategic perspective.

Class Hour: 2.00 – 4.00 pm Tuesday.

Teaching: 2 hours lecture/seminar supplemented by tutorials.

Assessment: Continuous Assessment = 30%, 3 Hour Examination = 70%

Management – Honours

MN3201 Research Methods: I

Credits: 20.0 Semester: 1

Availability: 2004-05

Anti-requisite: MN3007

Co-requisite: MN3202

Description: This module introduces research in the Social Sciences. It focuses on the skills and knowledge involved in understanding, evaluation and conducting research in the wider management field. The module will develop and begin to refine competencies that will occupy the students throughout their professional careers. Doing good research requires time, observation, diligence and reasoning. The module will explore issues, methods and dilemmas central to conducting and analysing research. The central theme throughout the module will be the examination of the links between the theoretical and empirical realms. In taking this module, students will experience the challenges of research and, with a diligent approach, they will also experience the thrill of discovery.

Class Hour: 11.00 am – 1.00 pm Wednesday.

Teaching: 2 hours lecture/seminar supplemented by tutorials.

Assessment: Continuous Assessment = 100%

MN3202 Research Methods: 2

Credits: 20.0 Semester: 2

Availability: 2004-05

Anti-requisite: MN3008

Co-requisite: MN3201

Description: This module follows on from MN3201. It builds key research competencies in library search, problem definition, literature review and study design. These competencies will be developed using a combination of class lecture; library visit; group ‘surgeries’; group progress meetings; one-to-one work with individual members of academic staff; and self motivated and conducted research. Students are expected to master library research techniques, including the use of electronic resources in research; literature synthesis; research problem formulation; and the preparation of a clear and the preparation of clear and focused research proposals.

Class Hour: 9.00 – 11.00 am Monday.

Teaching: 2 hours lecture/seminar. One-to-one supervision of research proposal formulation arranged with individual supervisors

Assessment: Continuous Assessment = 100%

MN4203 Dynamic Strategic Management

Credits: 20.0 Semester: 1

Prerequisites: Available only to students in the second year of the Honours Programme.

Anti-requisite: MN3103

Description: The module introduces students to the basic principles of analysing strategic issues in a dynamic setting. It provides an overview of the complexity of strategic management within the context of increasing global competition. It covers the historical antecedents of modern approaches; evaluates rational, incremental, and evolutionary views on strategy formulation; includes corporate industrial analysis and examines analytical approaches such as portfolio models. Strategy formulation and implementation are considered in practice by using a combination of the results of consulting work, guest speakers, and case studies.

Class Hour: 4.00 - 6.00 pm Monday and Tuesday weeks 1-6 only.

Teaching: Four two-hour lectures plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4204 Change, Complexity and Innovation

Credits: 20.0 Semester: 2

Availability: 2004-05

Description: The objectives of this module are to explore the importance of product, process and organisational innovation to competitiveness. These issues are considered by a review of the product development process; contrasting ways of understanding radical change in an economic sector or region; contemporary approaches to organisational innovation, including 'learning organisation' and 'knowledge management'.

Class Hour: 11.00 am - 1.00 pm Wednesday.

Teaching: 2 hour lecture, plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4209 Management Project

Credits: 20.0 Semester: 1 or 2

Prerequisites: MN3007 & MN3008

Anti-requisite: MN3009

Description: To provide experience in delivering a substantial and rigorous answer to a substantive research question. The student will be expected to implement the project developed in the protocol completed as part of MN3008. A template sets out clear milestones (with dates) and an explicit contract between supervisor and student (including for example a statement of individual contact time expected). Time management and the ability to work to deadlines will be integral to the assessment. The assessed work will be scored for clarity, focus, purpose, rationale and attention to detail.

Teaching: Supervised piece of independent study (including field work).

Assessment: Project report/dissertation (6-8000 words) = 100%

MN4211 International Marketing

Credits: 20.0 Semester: 2

Availability: 2004-05

Description: This module begins by examining the scope of international marketing and identifying the nature of this specialised environment. It continues with an exploration of the range of international market entry and pricing strategies and ends with a review of the impact of ethical considerations and the political dimensions of international marketing.

Class Hour: 11.00 am – 1.00 pm Monday.

Teaching: 2 Hour lecture, plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4213 Human Resource Management

Credits: 20.0 Semester: 1

Availability: 2004-05

Description: This module is an introduction to the subject which builds on students' existing knowledge of management. It aims to develop participants' critical appreciation of the role of HRM in organisations and to promote an understanding of the issues faced by managers in attracting, motivating and retaining employees.

Class Hour: 9.00 am -11.00 am Thursday.

Teaching: One 2 hour lecture/seminar plus tutorials.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

Management – Honours

MN4214 Management of Change

Credits: 20.0 Semester: 2

Availability: 2004-05

Description: This module examines the process of change and how this process might be managed. Various models for bringing about planned change are analysed and their strengths and weaknesses highlighted. The issues of team building, participation and resistance to change will be addressed. Case studies enable the links between theory and practice to be made; these cases will focus on managing technical change, introducing cultural change and improving the quality of goods and services.

Class Hour: 9.00 - 11.00 am Friday.

Teaching: 2 hour lecture plus tutorials

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4220 Managing Relationships with Multiple Constituencies

Credits: 20.0 Semester: 2

Availability: 2004-05

Description: Graduates of the University can expect to work in rôles and in organisations which each occupy a place within a web of relationships. Their success, however measured, will almost always require the individual to manage a set of relationships with a variety of constituencies. This module is designed to provide a framework within which to identify the constituencies which are vital to, or significant to, a particular personal or organisational rôle, to understand some current trends and to think through how to manage important relationships.

Class Hour: 2.00 - 4.00 pm Thursday, 11.00 am - 1.00pm Friday.

Teaching: 2 hour lecture/seminar, plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4222 Team work in Theory and Practice

Credits: 20.0 Semester: 1

Availability: 2004-05

Description: Graduates of the University can expect to work in teams of various sorts and they are likely to find it helpful to develop their understanding of how theory might relate to practice. This module builds on the second year core material on Organisational Behaviour in ways that they can apply critically in team rôles and in managing teams. It also complements MN3114.

Class Hour: 2.00 - 4.00 pm Thursday, 11.00 am - 1.00 pm Friday.

Teaching: 2 hour lecture/seminar, plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4223 International Banking

Credits: 20.0 Semester: 2

Availability: 2004-05

Description: International banks operate on a cross-border basis. They buy and sell foreign exchange, diversify international risks and advance credit for trade and investment projects. Typically international banks are large domestic commercial banks, which often operate in Euro markets and offshore centres. This module covers two main areas. In the first part students will examine the characteristics of international banking and the markets and activities in which international banks operate. In the second part, the module is concerned with the regulation of international banking. The role of institutions such as the World Bank and IMF, and the causes and effects of international banking crises are featured. This module aims to give students a good grounding in the theory and practice of modern international banking and an appreciation of the related policy issues involved.

Class Hour: 9.00 - 11.00 am Friday.

Teaching: One 2 hour lecture plus tutorials.

Assessment: Continuous Assessment = 30%, 3 Hour Examination = 70%

MN4224 Consuming Culture

Credits: 20.0 Semester: 1
Availability: 2004-05

Description: This module considers a number of key issues which are linked to the emergence of what some would call a global consumer society. We shall first explore the historical development of consumer societies and address the question of whether these are primarily individualist or collectivist in nature. Following from this, the module invites discussion of a range of topical issues with respect to consumer society including changing perceptions of space and time, involving an expansion of space and an apparent slowing down of time; ideas about morality and value; the creation of meaning; consumer identity; people's relation to the body; finally addictive consumption.

Class Hour: To be arranged.

Teaching: One 2 hour lecture plus tutorials.

Assessment: Continuous Assessment = 30%, 3 Hour Examination = 70%

MN4225 Scenario Thinking

Credits: 20.0 Semester: 1
Availability: 2004-05

Prerequisite: Approval of Head of School

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. The scenarios are then used for a variety of purposes, e.g. public policy and organisational strategy formation, the testing of new ideas, the evaluation of new markets or of individual project proposals. The methodologies are many but each requires a multi disciplinary input ranging from history, social anthropology, ethics, political economy, meteorology and global affairs amongst others. This module will explore the history of scenario building from its military origins; appraise the competing scenario methodologies; build scenarios on a pressing contemporary issue in a team; evaluate the impact of the resulting scenarios on existing strategies and resources to assess their robustness and develop a sequence of appropriate actions.

Class Hour: Four evenings, 6.00 – 9.00 pm of formal lectures immediately prior to the workshop of 2 full days 8.00 am – 8.00 pm.

Teaching: Extensive pre-reading, 12 hours of formal lectures, case study sessions and tutorials, electronic based research on key issues, and 24 intensive workshop hours involving objective setting, individual and team work, organisation of research, data gathering, analysis and scenario generation under time pressure.

Assessment: Continuous Assessment = 100%

MN4232 Health Care Management

Credits: 20.0 Semester: 2

Description: This module establishes the nature of the organisation of health care production, delivery and utilisation; and gives an account of the economic and non-economic aspects of the issues involved. Topics covered include: the organisation of health care delivery in the UK and internationally; the problems of resource allocation and rationing in health care; assessment of health care services and health outputs.

Class Hour: 2.00 - 4.00 pm Tuesday.

Teaching: 2 hour lecture/seminars, plus tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

Management – Honours

MN4233 Strategies for Global Business Management

Credits: 20.0 Semester: 1
Availability: 2004-05 Available only to students in the second year of the Honours programme.
Anti-requisite: MN3126

Description: This module aims to familiarise students with a) scenario thinking techniques, b) major global environmental trends, c) changing global business strategies and d) characteristics of international cultures and their impact on decisions and action. The module is bound together by the scenario methodology and the cultural flavours. We examine: the development of global business; the internationalisation of the world economy, the trend towards liberal democracy, the battle for free trade and the regional trading zones, the competitive advantage of nations, cultures in Asia, China and the Middle East and major socio-demographic and technological trends. Throughout, an emphasis is placed on the impact of these factors on international business and the changing role of the international business manager. At the end, we build our own scenarios of the global setting over the next 10 years.

Class Hour: 11.00 am - 1.00 pm Thursday.
Teaching: 2 hour lecture, and workshop session.
Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4235 Public Sector Management

Credits: 20.0 Semester: 2
Availability: 2004-05

Description: Public sector organisations play an important part in everyone's life. Many people are born in public sector hospitals, are educated in public sector schools and colleges, and many then go on to work in or with public sector organisations. As citizens we pay taxes and play a part in the democratic process of electing governments. No matter where you see your future career taking you, it is likely that part of your time will be spent working with the public sector, even if you are not employed in that sector. To do this effectively you need to understand the role of the public sector and its relationship with the private and voluntary sectors. It is also important to understand the task of management in the public sector and the extent to which this differs from private sector management.

Class Hour: To be arranged.
Teaching: 2 hour lecture/seminar plus tutorials.
Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4237 Research Evidence in the Management of Health Care

Credits: 20.0 Semester: 1
Availability: 2004-05

Description: The aim of this module is to establish the important role played by research evidence in the organisation and management of health care delivery. The option will introduce the range of important questions tackled by health services research and describe the main research methods. The emphasis will be on the critical appraisal and application of research findings within the NHS. Management of R&D within the health service will also be covered.

Class Hour: 11.00 am - 1.00 pm Wednesday.
Teaching: 2 hour lecture/seminars plus tutorials.
Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4262 Social Theory & Work Organisation

Credits: 20.0 Semester: 2
Availability: 2004-05
Anti-requisite: MN3162

Description: The objectives of this module are to explore the contribution of leading social theorists to our understanding of historical patterns of work organisation. The syllabus includes: Marx and the Labour Process; Weber and Bureaucracy; Foucault and Surveillance: The First Factories; Inside the Mass Production Factory; Resilience of Craft Production; The MacDonaldisation of Services?; Bright Satanic Offices?: Microserfs?: Writing Software, Coding Signs.

Class Hour: 9.00 - 11.00 am Wednesday.

Teaching: 2 hour lecture/seminar, supplemented by tutorials.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4264 Managing Utilities through Regulation

Credits: 20.0 Semester: 2
Availability: 2005-06
Anti-requisite: MN3164

Description: This module is designed to provide each graduate with perspectives on the theory and practice of regulation, from a managerial viewpoint, particularly of UK utilities, and to introduce some implications for management.

Class Hour: 2.00 – 4.00 pm Thursday, 11.00 am – 1.00 pm Friday

Teaching: Two two-hour seminars over six weeks.

Assessment: Continuous Assessment = 40%, 2 Hour Examination = 60%

MN4265 Technology, Work and Organization

Credits: 20.0 Semester: 1
Availability: 2005-06

Description: Technological developments have fundamental implications for work and organisation, the economy, the polity, society, and the environment. For example, advances in 'information and communication technologies' convey the potential to manipulate life itself, raising questions about the nature of 'humanity' and what it means 'to be human'. Is the 'brave new world' that we are witnessing inevitable? Are features inherent within the technologies themselves driving the speed, scale, and nature of change? Are technological imperatives determining economic, political, and social trajectories? This module examines our understandings of 'technology', together with the moral issues that it raises. It also explores the contribution that major theoretical perspectives drawn from the social sciences bring to our understanding of technological developments contemporary society and organisation.

Class Hour: To be arranged

Teaching: Lectures/independent study/seminars

Assessment: Continuous Assessment = 100%

MN4266 Managing Voluntary Organisations: Perspectives, Policy, and Practice

Credits: 20.0 Semester: 1
Availability: 2004-05

Description: Voluntary organisations are highly significant actors within society, the democratic polity, and the economy. They are also commonly perceived to be distinctive organisations in certain key respects that set them apart from either public sector organisations or commercial enterprises, and which make them particularly challenging to manage. This module will examine the roles played by voluntary organisations, the nature of the organisations themselves, and the issues and challenges that they are facing as a number of significant shifts, that include, for example, technological developments and major public policy initiatives, occur within the wider external environment in which they are embedded.

The module will be of interest to students who are considering a career in the voluntary sector, government, the wider public sector, or as management consultants.

Class Hour: To be arranged

Teaching: Seminars, workshops and occasional lectures

Assessment: Continuous Assessment = 100%

