

## 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 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 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.

<b>Degree Programmes</b>	<b>Programme Requirements at:</b>
(M.A. Honours or B.Sc. Honours): <b>Management</b>	<p><b>Single Honours Management Degree:</b></p> <p><b>Level 1:</b> 40 credits consisting of Passes in MN1001 and MN1002</p> <p><b>Level 2:</b> 40 credits consisting of Passes in MN2001, MN2002 with an average of 11 or better.</p> <p><b>Level 3:</b> at least 110 credits including MN3101, MN3102, MN3201 and MN3202, and 30 credits from MN4204 - MN4267</p> <p><b>Level 4:</b> at least 100 credits including MN4203 and 80 credits from MN4204 - MN4267</p> <p><b>Other information:</b> With the approval of the Honours Adviser, a student may replace up to a maximum of 30 credits of MN modules with module choices outwith the School (dip-across). Note that this includes ID modules.</p>
<p>(M.A. Honours): <b>Management and Arabic, Art History, Classics, Economics, English, Environmental Geoscience, French<sup>^</sup>, Geography<sup>~</sup>, German<sup>^</sup>, Integrated Information Technology<sup>**</sup>, International Relations, Italian<sup>^</sup>, Middle East Studies, Modern History, Philosophy, Psychology, Russian<sup>^</sup>~, Spanish<sup>^</sup>.</b></p> <p>(B.Sc. Honours): <b>Management and Computer Science, Economics, Environmental Geoscience, Geography<sup>~</sup>, Geoscience, Internet Computer Science.</b></p> <p><sup>^</sup> available also as 'With Integrated Year Abroad Degrees' <sup>~</sup>Timetable clash exists therefore this combination is subject to arrangement with both departments. <sup>**</sup> Only available to students already enrolled on the programme</p>	<p><b>Management element of Joint Honours Degrees:</b></p> <p><b>Level 1:</b> 40 credits consisting of passes in MN1001 and MN1002</p> <p><b>Level 2:</b> 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better.</p> <p><b>Level 3:</b> MN3101, MN3102, and at least another 10 credits from MN4204 – MN4267</p> <p><b>Level 4:</b> MN4203 and at least 30 credits from MN4204 - MN4267</p> <p><b>Other Information:</b> In total (between the two Schools) 240 credits are required at Level 3 and Level 4 of which at least 90 credits must be achieved at Level 4.</p>

**Management – Honours 2008/09 – August 2008**

<b>Degree Programmes</b>	<b>Programme Requirements at:</b>
<p>(B.Sc. Honours):  <b>Management with French<sup>^</sup> or Spanish<sup>^</sup></b></p> <p><sup>^</sup> available also as 'With Integrated Year Abroad Degrees'</p> <p><b>Not available to entrants from 2008-09</b></p>	<p><b>Management element of Major Degree Programme:</b></p> <p><b>Level 1:</b> 40 credits consisting of passes in MN1001 and MN1002</p> <p><b>Level 2:</b> 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better.</p> <p><b>Level 3:</b> 40 credits consisting of MN3101 and MN3102 and a further 20 credits from MN4204 - MN4267</p> <p><b>Level 4:</b> 20 credits from MN4203 and 80 credits from MN4204 - MN4267.</p> <p><b>Other Information:</b> In total (between the two Schools) 240 credits are required at Level 3 and Level 4 of which at least 90 credits must be achieved at Level 4.</p>
<p>(M.A. Honours):  <b>Modern Languages with Management<sup>^</sup></b>  <b>French-German with Management<sup>^</sup></b>  <b>French-Italian with Management<sup>^</sup></b>  <b>French-Russian with Management<sup>^</sup></b>  <b>French-Spanish with Management<sup>^</sup></b>  <b>German-Italian with Management<sup>^</sup></b>  <b>German-Russian with Management<sup>^</sup></b>  <b>German-Spanish with Management<sup>^</sup></b>  <b>Italian-Russian with Management<sup>^</sup></b>  <b>Italian-Spanish with Management<sup>^</sup></b>  <b>Russian-Spanish with Management<sup>^</sup></b></p> <p><sup>^</sup> available also as 'With Integrated Year Abroad Degrees'</p>	<p><b>Management element of Minor Degree Programme:</b></p> <p><b>Level 1:</b> 40 credits consisting of passes in MN1001 and MN1002</p> <p><b>Level 2:</b> 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better.</p> <p><b>Level 3:</b> 40 credits consisting of MN3101 and MN3102.</p> <p><b>Level 4:</b> 20 credits from MN4203 and up to 20 credits from MN4204 - MN4267.</p> <p><b>Other Information:</b> In total (between the two Schools) 240 credits are required at Level 3 and Level 4 of which at least 90 credits must be achieved at Level 4.</p>
<p>(B.Sc. Honours):  <b>Management Science</b></p>	<p><b>Single Honours Management Science Degree:</b></p> <p><b>Level 1:</b> 80 credits consisting of passes in MN1001 and MN1002, MT1002, MT1007</p> <p><b>Level 2:</b> 100 credits consisting of passes in MT2001, MT2004 and passes with an average of 11 or better in MN2001, MN2002.</p> <p><b>Level 3:</b> at least 110 credits consisting of MN3101, MN3102, MN3201, MN3202, MT3832, MT3833.</p> <p><b>Level 4:</b> at least 100 credits including MN4203, 30 credits from MT3703, MT4527, MT4608, and the rest from MN4204 - MN4267.</p>

<b>Degree Programmes</b>	<b>Programme Requirements at:</b>
<p>(B.Sc. Honours):  <b>Management Science and Computer Science, Economics, Environmental Geoscience, Geography, Geoscience, Internet Computer Science, Mathematics, Statistics.</b></p>	<p><b>Management Science element of Joint Honours Degrees:</b>  <b>Level 1:</b> 80 credits consisting of passes in MN1001, MN1002, MT1001, MT1007   <b>Level 2:</b> 40 credits consisting of passes in MN2001, MN2002 with an average of 11 or better.   <b>Level 3:</b> at least 70 credits consisting of MN3101, MN3102, MT3832, MT3833   <b>Level 4:</b> 20 credits from MN4203 and at least 20 credits from MN4204 - MN4267.   <b>Other Information:</b> In total (between the two Schools) 240 credits are required at Level 3 and Level 4 of which at least 90 credits must be achieved at Level 4.</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%

## **Management – Honours 2008/09 – August 2008**

### **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

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: 2008-09

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 interationalisation, 4) international markets and marketing, 5) international HRM, 6) the managerial control of multinationals, 7) Foreign Direct Investment and 8) International trade. 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: To be arranged.

Teaching: 2 hours lecture/seminar supplemented by tutorials.

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

### **MN3201 Research Methods: I**

Credits: 20.0 Semester: 1

Availability: 2008-09

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: To be arranged.

Teaching: 2 hours lecture/seminar supplemented by tutorials.

Assessment: Continuous Assessment = 100%

**MN3202 Research Methods: 2**

Credits: 20.0 Semester: 2

Availability: 2008-09

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: To be arranged.

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

Availability: 2008-09

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

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

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: 2008-09

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: MN3201 & MN3202

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%

## **Management – Honours 2008/09 – August 2008**

### **MN4211 International Marketing**

Credits: 20.0 Semester: 2

Availability: 2008-09

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: To be arranged.

Teaching: 2 Hour lecture, plus tutorials.

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

### **MN4213 Human Resource Management**

Credits: 20.0 Semester: 2

Availability: 2008-09

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: To be arranged.

Teaching: One 2 hour lecture/seminar plus tutorials.

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

### **MN4214 Management of Change**

Credits: 20.0 Semester: 2

Availability: 2008-09

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: To be arranged.

Teaching: 2 hour lecture plus tutorials

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

### **MN4223 International Banking**

Credits: 20.0 Semester: 2

Availability: not available 2008-09

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: To be arranged.

Teaching: One 2 hour lecture plus tutorials.

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

**MN4224 Consuming Culture**

Credits: 20.0 Semester: 1

Availability: 2008-09

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: 2008-09

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%

**MN4227 Corporate Social Responsibility, Accountability and Reporting**

Credits: 20.0 Semester: 1

Availability: 2008-09

Prerequisites: EITHER both MN2001 & MN2002 OR SD2002

Description: This module provides an introduction to and analysis of corporate social responsibility and sustainability, the meaning, tensions and conflicts that social responsibility entails and the role that accountability can play in the discharge of responsibility in a democracy. The module will examine the theory and practice of social, environmental and sustainability reporting as a manifestation of social and environmental accountability and explore and assess current experiences with that reporting. The module will examine the practical and political constraints on the development of substantive social, environmental and sustainability reporting and explore different ways in which the discharge of social accountability might be achieved.

Class Hour: To be arranged.

Teaching: 2 hours of lectures/seminars supplemented by tutorials.

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

## **Management – Honours 2008/09 – August 2008**

### **MN4235 Public Sector Management**

Credits: 20.0 Semester: 2  
Availability: Not available 2008-09

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%

### **MN4238 Sustainable Development and Management**

Credits: 20.0 Semester: 2  
Availability: not available 2008-09

Prerequisites: EITHER both MN2001 & MN2002 OR SD2002

Description: This module examines the origin of the concept of sustainable development in public policy discourses with particular focus on the implications this concept has for the operation of business organisations. The module will examine the difficulties of applying notions of sustainable development to single organisations as well as the challenges which conventional economic systems present to sustainable development. The module will examine the theory and practice of managing for sustainable development, drawing on examples which are found in business. In addition, selected topics in managing for sustainable development will be examined.

Class Hour: To be arranged.

Teaching: 2 hour lecture/seminars plus tutorials.

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

### **MN4239 Advertising: A Social History (ASH)**

Credits: 20.0 Semester: 1  
Availability: 2008-09

Prerequisites: MN3102

Description: This module studies the evolution of advertising from the earliest known examples to the present state of the art. Developing critical and post-critical perspectives, it explores some key changes in advertising theory and technique and makes full use of exemplars. The module focuses on specific social concerns represented in branding and advertising and their historical development, including mythology, sexuality, gender, ethnicity, class, wealth, work and leisure, types of goods and patterns of consumption.

Class Hour: To be arranged.

Teaching: 2 hour lectures plus tutorials.

Assessment: Continuous Assessment = 100%

### **MN4262 Social Theory & Work Organisation**

Credits: 20.0 Semester: 2  
Availability: 2008-09

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%



**MN4263 Entrepreneurship and Small Business Development**

Credits: 20.0 Semester: 1

Availability: 2008-09

Description: Enterprise lies at the heart of economic growth and development. The aim of this unit is to develop students' awareness of the various debates concerning the nature of Entrepreneurship in the society and in the economy. It will also enable students to make use of the various concepts of entrepreneurship in understanding the small business development process, and provide an insight into how those going through this process may be supported and assisted.

Class Hour: To be arranged.

Teaching: 2 hour lecture.

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

**MN4266 Non-Governmental Organisations (NGOs): contexts, contributions and challenges**

Credits: 20.0 Semester: 1

Availability: 2008-09

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%

**MN4267 Creative Industries**

Credits: 20.0 Semester: 2

Availability: 2008-09

Description: This module is an introduction to the management of the creative industries, that is, those industries that are characterized by the generation and exploitation of intellectual property. It examines the nature and role of creative industries in their economic context and considers some of the distinct managerial and organisational challenges that characterise these industries. In relation to the latter, the course considers some of the challenges raised by the uncertainty of demand for the creative product; the conflicts between economic and creative or artistic interests; the management of creative individuals or teams; and the institutional supports that sustain creative practice and markets.

Class Hour: To be arranged

Teaching: Seminars and lectures

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

