**2019/20 Management OPTIONS (Level 6)**

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| **Term: AUTUMN**  **Credits: 15** |
| **Monday 18.00 – 21.00** |
| Strategic Management (Undergraduate) |
| **Wednesday 18.00 – 21.00** |
| Entrepreneurship and Small Business |
| **Thursday 18.00 – 21.00** |
| Brand Development |
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| **Term: SPRING**  **Credits: 15** |
| **Monday 18.00 – 21.00** |
| Management of Innovation |
| **Tuesday 18.00 – 20.00** |
| Philosophy, Business and Society (Department of Philosophy) |
| **Wednesday 18.00 – 21.00** |
| Project Management |

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| **Term: SUMMER**  **Credits: 30** |
| **Tuesday 18.00 – 21.00** |
| Project Management |
| **Friday 18.00 – 21.00** |
| Research Methods in Management (undergraduate) |

**BRAND DEVELOPMENT**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Nick Pronger
* **Lecturer**: Miguel Martins
* **Assessment**: coursework of 2000 words (25%) and an examination (75%)

**MODULE DESCRIPTION**

This module will provide an introduction to the theory and practice of branding. It assumes an understanding of the principles of marketing. The module will explore the emerging body of theory on brands and their development from a critical perspective. You will be required to test the validity of these concepts and analytical frameworks by applying them to case studies of brands and branding problems. Through this process, you will learn to develop strategies for the development and maintenance of successful brands in a variety of market contexts.

**LEARNING OBJECTIVES**

On successful completion of this module you will have:

* explored the role of branding from a corporate and consumer perspective
* been introduced to the various theories important to the understanding of branding
* knowledge of the role played by marketing communications in the building and maintenance of brands
* explored the implications of domestic versus international branding and the issues that can arise
* developed skills in brand marketing and its place in the overall marketing planning process.

**RECOMMENDED READING**

**REQUIRED READING**

* Kapferer, J. N., *The New Strategic Brand Management: Advanced Insights and Strategic Thinking* (Kogan Page, 2012).

**RECOMMENDED READING**

* Arvidsson, A., *Brands: Meaning and Value in Media Culture* (London and New York: Routledge, 2006).
* Danesi, M., *Brands* (New York: Routledge, 2006).
* De Chernatony, L., *From Brand Vision to Brand Evaluation: The Strategic Process of Growing and Strengthening Brands* (Butterworth-Heinemann, 2010).
* Elliott, R. and Percy, L., *Strategic Brand Management* (Oxford: Oxford University Press, 2007).
* Gabriel, Y. and T. Lang, *The Unmanageable Consumer* (London: Sage, 1995).
* Haig, M., *Brand Failures* (London: Kogan Page, 2003).
* Kapferer, J-N., *The New Strategic Brand Management* (Kogan Page, 2008).
* Klein, N., *No Logo* (London: Flamingo, 2001).
* Kornberger, M., *Brand Society: How Brands Transform Management and Lifestyle* (Cambridge: Cambridge University Press, 2010).
* Malefyt, T.D. and Moeran, B., *Advertising Cultures* (London: Berg, 2003).
* Riezebos, R., *Brand Management: A Theoretical and Practical Approach*(Harlow: Prentice Hall, 2003).

**ENTREPRENEURSHIP AND SMALL B**

**ENTREPRENEURSHIP AND SMALL BUSINESS**

**ENTREPRENEURSHIP AND SMALL BUSINESS**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Muthu De Silva
* **Lecturers**: Muthu De Silva and Professor Helen Lawton Smith
* **Assessment**: a two-hour examination (85%) and online test (15%)

**MODULE DESCRIPTION**

This module provides an introduction to key concepts in entrepreneurship and small business development. It covers the role of small business and the nature of uncertainty, innovation in the context of small business, new business formation (measuring start-up activity, new entrepreneurs and social networks), business growth and business closure.

You will also learn about finance and small business and public policies designed to support growth in the small business sector.

The module has a seminar speaker programme. Outside speakers such as entrepreneurs and policy-makers present on their expertise and experience, so the module provides both theory as well as topical and relevant empirical insights.

**LEARNING OBJECTIVES**

By the end of this module, you will be able to:

* understand what is meant by entrepreneurship and small business
* appreciate the nature and processes of entrepreneurship by applying appropriate concepts to an understanding of new business creation and growth
* critically reflect on small business activities in the light of evidence of patterns and from case studies
* identify the role of public policy and its limitations in influencing the environment for entrepreneurship and small business both in the UK and in other countries.

**RECOMMENDED READING**

* Storey, D.J. and Greene, F.J., *Small Business and Entrepreneurship*(Pearson Education, 2010).

**INTRODUCTION TO CORPORATE RESPONSIBILITY**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Coordinator and lecturer**: Ioanna Boulouta
* **Assessment**: a group presentation (30%) and a 2000-word essay (70%)

**MODULE DESCRIPTION**

Corporate social responsibility (CSR) or corporate responsibility (CR) can be understood as a management concept and process that integrates environmental and social concerns into business operations. As such it affects business interactions with a full range of stakeholders ranging from employees to society at large. In today’s business environment, issues related to environmental and social responsibility are gaining more and more importance. Whilst short-term economic gains can still be pursued without taking into account the long-term social and environmental impacts of business operations, such business practices are unsustainable. Moreover, global challenges such as climate change, the global financial crisis and high-profile corporate scandals have increased the pressure on businesses for more accountability and responsibility. As a result, managers are increasingly required to understand such issues and integrate them into their everyday management practice. Practitioners who have such knowledge are in high demand in the job market.

This module will introduce you to the concept of corporate social responsibility, ensuring a cohesive definition of CSR and how it can be operationalised and applied in today’s business environment. You will acquire the necessary knowledge to debate the importance of CSR issues in your organisation, build a business case for engaging in CSR and help your organisation to better address social and environmental concerns.

**INDICATIVE MODULE SYLLABUS**

* Understanding global environmental, social and economic pressures
* A historical overview of the concept of CSR
* Definitions of the concept of CSR and comparisons with similar concepts such as sustainability, corporate citizenship, etc
* Operationalisation of CSR
* The business case for CSR
* Strategies for implementing CSR

**LEARNING OBJECTIVES**

By the end of this module, you should be able to:

* Define and summarise the concept of CSR
* Review alternative definitions, their strengths and weaknesses
* Argue the business case for CSR
* Develop strategies for implementing CSR

**MANAGEMENT OF INNOVATION**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Marion Frenz
* **Lecturers**: Professor Daniele Archibugi, Marion Frenz and Professor Helen Lawton Smith
* **Assessment**: a two-hour examination (70%) and group presentation (30%)

**MODULE DESCRIPTION**

This module provides an introduction to key concepts and theories in innovation studies. We examine how firms manage innovation processes, explore different knowledge sources for innovation and look at technology and innovation strategies. A range of different methods used by firms to protect their innovations from imitation is evaluated.

You will also learn about wider framework conditions that have a bearing on business innovation, including availability of finance for innovation, public policies and agencies promoting innovation.

The aims of this module are to:

* develop an appreciation of the role of different types of innovations and their diffusion in the performances of firms, regions and economies. We consider the impact of groundbreaking technological breakthroughs, but also incremental improvements in goods, services and processes.
* analyse the key determinants driving business innovation, including internal sources - for example R&D personnel - and learning through collaborations with other businesses with the aim of developing new products, processes and services.

**LEARNING OBJECTIVES**

By the end of this module, you will understand:

* different types of innovations
* key factors influencing firms' innovation performance
* a range of theories explaining the rate and type of innovations
* the relevance of, and rationale for, intellectual property rights, standards and innovation policy
* the impact of different types of innovations on the firm, economy and society as a whole.

**RECOMMENDED READING**

**MAIN TEXT**

* Smith, D., *Exploring Innovation* (third edition) (McGraw-Hill Education, Maidenhead, 2015). (The first and second editions may also be used.)

**FURTHER READING**

* Swann, P., *The Economics of Innovation* (Edward Elgar, Cheltenham, UK, 2009).
* Tidd, J., Bessant, J. and Pavitt, K., *Managing Innovation: Integrating Technological, Market and Organizational Change* (third edition) (2005).
* Tushman, M.L. and Anderson, P. (eds.), *Managing Strategic Innovation and Change: A Collection of Readings* (Oxford University Press, Oxford, 2004).

**PHILOSOPHY, BUSINESS AND SOCIETY**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Shahrar Ali
* **Assessment**:an essay of around 3000 words

**MODULE DESCRIPTION**

Business managers, civil servants, advertisers, sales representatives and employers are all practical philosophers. They may not think explicitly in terms of philosophical arguments and theories, but every strategic decision they make is based on philosophical assumptions that can be articulated and assessed.

This module examines some of the central philosophical issues that arise in the course of professional life, including truth, manipulation, trust, freedom, integrity, responsibility and detachment.

No prior philosophical training is required to take this module. Each topic will be introduced without theoretical prerequisites, and the discussion of each topic will be illustrated with concrete examples from actual professions and real life.

**INDICATIVE MODULE CONTENT**

* What is professional ethics? An introduction to ethics in professional life
* Who cares? The ethics of professional detachment
* Ethics for adversaries: thinking ethically in a competitive environment
* Jobs for your friends? Nepotism and discrimination in professional life
* Customers, clients and their desires: the ethics of advertising
* Being truthful: truth, lies and bullshit in professional life
* Being trustworthy: the values of trust in professional life
* Business and integrity: success, character and personal accountability
* Ethics and organisations: individual, collective and corporate agency
* The corporate citizen: social responsibility and business values

**RECOMMENDED READING**

* A. Marcoux, 'Business Ethics', *The Stanford Encyclopedia of Philosophy*, (2008) - available [online](http://plato.stanford.edu/entries/ethics-business/).
* M. Sandel, *What Money Can't Buy: the Moral Limits of Markets*(London: Penguin, 2012).

**PROJECT MANAGEMENT**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Coordinator and lecturer**: Sorin Piperca
* **Assessment**: a two-hour examination (70%) and group presentations (30%)

**MODULE DESCRIPTION**

Projects have become the preferred form of organising activities in most industries, from construction, IT and manufacturing to education and financial services. They have the advantage of concentrating resources to achieve intended goals, are better adapted to specific environments, and have a clearly defined goal and a limited duration, which makes their performance easily quantifiable and gives a better sense of control to higher management. Projects are used to implement change, deliver against strategic objectives and achieve competitive advantage. In consequence, project management knowledge and skills are highly valued in any organisation and project management practitioners are in increasing demand on the job market.

**INDICATIVE MODULE CONTENT**

* Tools and techniques for project planning and development
* Project roles and stakeholders
* Risks and change management
* International and inter-organisational projects
* Project management methodologies

These theoretical concepts will be illustrated with examples from a variety of projects types, sizes, countries and industries. Experienced project managers will be invited to present how projects are actually developed in real life. In seminar activities and also as part of your assessment, you will have the chance to practise the application of the tools learned in class in specific projects.

**LEARNING OBJECTIVES**

By the end of this module, you will be able to:

* understand and apply project management tools and techniques to a variety of real projects
* judge the effectiveness of project management tools and techniques according to the project type, and the industry and environment in which the project is developed
* compare and contrast different project management methodologies
* evaluate the impact of different project actors on delivering successful projects.

**RECOMMENDED READING**

There is no specific textbook for this module, a variety of sources has been consulted. Specific journal articles and book chapters are mentioned in each lecture. In addition to that, any of the following books is recommended if you want to read further about project management and the role of the project manager:

* Larson, E.W. and Gray, C.F. (2017) *Project Management: The Managerial Process* (7th edition). New York: McGraw-Hill.
* Maylor, H. (2010) *Project Management* (4th edition). Harlow: FT Prentice Hall.
* Pinto, J.K. (2019) *Project Management: Achieving Competitive Advantage*(5th edition). Prentice Hall: Pearson.
* Straw, G. (2015) *Understanding Project Management: Skills and Insights for Successful Project Delivery*. London: Kogan Page.

**KEY JOURNALS**

* *International Journal for Managing Projects in Business*
* *International Journal of Project Management*
* *Project Management Journal*

**WEBSITES**

For more information about the profession of project manager and specific qualifications, you could visit the website of the most important project management associations worldwide:

* Association for Project Management: <https://www.apm.org.uk/>
* Project Management Institute: [https://www.pmi.org](https://www.pmi.org/)

**RESEARCH METHODS IN MANAGEMENT (UNDERGRADUATE)**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Marion Frenz
* **Lecturers**: Marion Frenz (Bloomsbury) and Mark Panton (Stratford)
* **Assessment**: a 500-word essay (25%) and a 2000-word essay (75%)

**MODULE DESCRIPTION**

This module provides you with the necessary skills to design and complete your own research project. It will also help you to evaluate the quality of published research in the area of business and management. We discuss how to design research questions and how to write a critical literature review.

We further explore how the steps in research design are influenced by your research question and by different research traditions. The most common research strategies in management studies are survey and case study strategies, and these are covered in greater depth in the course. We also discuss different data collection methods - observations, interviews and questionnaires - and analysis techniques.

The module also explains ethical issues that arise when research involves the participation of individuals.

**LEARNING OBJECTIVES**

By the end of this module, you will be able to:

* formulate and test the feasibility of research questions
* write a critical review of the literature
* collect primary and secondary information
* apply a range of qualitative and quantitative analyses techniques
* take into account research ethics.

**RECOMMENDED READING**

**KEY READING**

* Saunders, M., Lewis, P. and Thornhill, A., *Research Methods for Business Students* (latest edition) (Pearson Education).

**FURTHER READING**

* De Vaus, D., *Research Design in Social Research* (Sage Publications, 2001).
* Myers, M., *Qualitative Research in Business and Management* (Sage Publications, 2009).
* Saunders, M. and Lewis, P., *Doing Research in Business and Management: An Essential Guide to Planning Your Project* (Pearson Education, 2012).

**STRATEGIC MANAGEMENT (UNDERGRADUATE)**

**OVERVIEW**

* **Credit value**: 15 credits at Level 6
* **Convenor**: Ian D Harrison
* **Lecturers**: Ian D Harrison (Bloomsbury) and Edwin Phiri (Stratford)
* **Assessment**: a team report (35%) and a two-hour examination (65%)

**MODULE DESCRIPTION**

This module introduces theories of strategic management as practised in business organisations.

The module makes use of lectures and seminar groups: lectures will outline and explore the relevant theories and concepts that underpin strategic management; seminar groups will provide you with the opportunity to develop your strategic thinking skills via a strategy simulation game and the analysis and discussion of business case studies.

**INDICATIVE MODULE CONTENT**

* Strategic thinking and decision making
* Tools for strategic analysis
* Strategy formulation
* Functional, business and corporate level strategies
* International and global strategy
* Innovation
* Organisational structure and culture
* Strategy implementation

**LEARNING OBJECTIVES**

By the end of this module you will:

* have developed a strategic way of thinking
* have a sound grasp of the theories and concepts that form the basis of strategic management
* be able to understand the broad range of theoretical approaches to strategic management and the contributions of significant writers on strategic management
* be able to analyse case studies of strategies in organisations in the context of the relevant theories and models and practically apply the knowledge and skills acquired during the module
* have developed report writing and presentation skills and the ability to work in small strategic teams.

**RECOMMENDED READING**

* Johnson, G., Whittington, R., Sholes, K., Angwin, D. and Regner, P., *Exploring Strategy - Text and Cases*, 11th edition, Pearson Education, 2017. (Note: you will be required to purchase this text.)
* Other readings and resources will be made available during the module.