

# Department of the School of Management

## About the department

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

## Entry requirements

The courses listed below are open to all Study Abroad, International Exchange and Erasmus students, subject to any required previous knowledge or qualifications, as stated in the course outlines below.

Each course is either ½ or 1 unit and starts in either the Autumn Term (September) or the Spring Term (January).

*Applications for Level 3 courses will be considered on a case-by-case basis and subject to evidence of successful completion of pre-requisites. Please contact our study abroad team ([StudyabroadStudents@rhul.ac.uk](mailto:StudyabroadStudents@rhul.ac.uk)) for course specifications for Level 3 modules.*

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



[royalholloway.ac.uk/management](http://royalholloway.ac.uk/management)



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## Course options for visiting students

Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN1105	Quantitative Methods	½ unit	September 2018	<i>The course aims to familiarise students with quantitative studies and how they are employed in management and economics. In particular, how quantitative studies relate to differences, associations and relationships in groups and populations. Furthermore, the course will develop understanding of a wide variety of statistical techniques. More generally, the course seeks to improve cognitive skills, effective problem solving and the ability to interpret quantitative studies.</i>
MN1115	Interpreting Management	½ unit	September 2018	<i>This course develops students' abilities to understand and engage with management concepts, theories and practices. These are the types of abilities that will be used throughout their undergraduate degree. It also equips students with a range of skills designed to begin to enhance their employability. More specifically, it covers the development content and shifting of key paradigms in management and how management knowledge can be regarded as being socially constructed. It also develops skills of critical analysis and introduces a range of issues that students need to focus upon to enhance their employability.</i>
MN1125	Foundations for Responsible Business	1 unit	January 2019	<i>This course introduces students to the main interconnected economic, social, and ecological and governance factors that determine the long-term sustainability of organisations. It examines how these factors influence each other in sometimes very complex ways to provide the context within which small and large businesses, public service organisations and third sector organisations operate. For many organisations, identification and management of these factors is addressed through corporate social responsibility. The course explores different perspectives on the identification and management of corporate social responsibility and how this is often expressed in terms of the 'business case for corporate social responsibility'. The course highlights the complex and contested and increasingly globalised nature of the business case and how this is often tied into, and justified, in terms of the economic context within which the organisation operates.</i>



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Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN1405	Accounting	½ unit	January 2019	Accounting is referred to as the language of business. This course introduces students to the underlying framework and concepts of accounting and its role in organisations and society. It provides students with an introduction to the basic components of the financial statements (Income Statement, Balance Sheet, Cash Flow Statement), the procedures and techniques for the preparation of these financial statements, and an understanding of their purpose and value for business organisations. The course also examines the principles of financial decision making, with particular emphasis on developing skills for analysing financial accounting information. This course encourages students to develop their critical, independent thinking and problem solving skills.
MN1205	International Business	½ unit	September 2018	Managing international business involves <u>cross-border</u> challenges that need to be taken into account when companies consider internationalising; that is, moving part of their operations abroad and/or developing new markets internationally. These involve the different formal economic, political and legal institutions, as well as more informal institutions, such as culture, religion and language. These have different implications, including also for business ethics. The global context in which companies now operate in has evolved substantially over time. A major aspect of this is globalisation in its various facets, most important of which for international business being changes in the trade environment (e.g. why do nations trade?) and foreign direct investment. This influences the internationalisation strategies of companies - why they enter a foreign market, how they enter a foreign market (on their own, with partners), how they analyse the associated risks, how they negotiate with governments. Managing international business then has implications for all corporate functions which involves being aware of what it entails for international strategy, international marketing, international finance, international human resource management, international supply chains (production/operations/logistics) and international sustainability management. Considering these challenges puts the course within the context of the other core courses covering corporate functions. The course provides the necessary knowledge and theoretical concepts for understanding international business in the form of lectures. Seminars involve critical evaluation and discussions as well as practical illustrations of the topics involved and include analysing and devising international strategies for multinational enterprises.



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Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN1305	Markets and Consumption	½ unit	January 2019	<i>The rationale of Markets and Consumption (MN1305) is to integrate the research expertise of the Marketing faculty at RHUL for the benefit of first year students. The use of 'markets' and 'consumption' is, in the title of a course on marketing, part of our answer to what is taught and why it is taught. The course asks students to consider the various relationships between markets and consumption. Markets are embedded in marketing, with 'exchange of value' as a core concept of marketing. The consumer is a key stakeholder to the success of organizations, thus we seek to understand consumers and their consumption decisions. Markets and Consumption, as a course, introduces students to marketing, as both an academic discipline and a business practice. How and why marketing has developed, and continues to develop, as an academic discipline underpins our approach. Treating marketing as a business practice includes assessing the application of marketing in various marketplaces. By various marketplaces, we mean that the discourse of marketing has penetrated all sectors of the economy (private, public, and voluntary or not-for-profit). In addition, as a signatory to the Principles for Responsible Management Education (PRME), which is based on the United Nations' Global Compact, attention is devoted to the sustainability of marketing practices in an increasingly globalized consumer society.</i>



## Course options for visiting students

Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN2165	<i>The Global Economy</i>	½ unit	January 2019	<i>The notion of globalisation is one of the most powerful ideas in the world today, informing debates on politics, economics, development and society. However, this debate is highly polarised and there is little consensus, even on what we mean by globalisation and for how long it has been in existence (if at all). This course aims not to provide a definitive definition but instead to approach the subject by exploring the growth and development of the international or global economy during the 'long 'twentieth-century-that is from the late nineteenth-century to the present. This historical perspective allows us a more realistic view on many of the 'myths' and arguments surrounding globalisation. Thus, the course will provide an overview of the growth and development of the global economy during the twentieth-century. In order to develop and understanding of these processes the course examine the forces shaping the global economy and the institutions to which it has given rise, from the World Trade Organisations to the multinational enterprise, Understanding will be further aided by the introduction of relevant theoretical perspectives (economic, historical, management, geopolitical). Attention will be given to the role of Foreign Direct Investment as a driving force in the integration of developing countries into the globalisation process, although the consequences of globalisation in relation to the environment, social inequalities and poverty will be also examined and other measures of welfare studied. At the end of the course, students should be in a position to appreciate the magnitude and significance of global economic forces and processes for national economies, industries and firms.</i>



## Course options for visiting students

Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN2205	Strategic Management	½ unit	January 2019	<p>The Course aims to analyse the principal theories of strategic management and set them in the context of key developments in which contemporary business operates, including political and regulatory developments, technological change, financialisation, the development of 'new' business models and the changes in the framework for assessing corporate performance.</p> <ol style="list-style-type: none"> <li>1. To discuss key concepts and debates in the theory of corporate and business strategy.</li> <li>2. To examine the changing context in which the corporate strategy is formulated and implemented.</li> <li>3. To illustrate how theoretical debates can be related to corporate strategies via the analysis of case studies covering a variety of industrial settings and situations.</li> </ol>
MN2305	Marketing Strategy	½ unit	September 2018	<p>The aim of Marketing Strategy in Context is to equip students with the necessary knowledge and skills to be able to evaluate marketing strategies used by organisations.</p> <p>Through a systematic consideration of the key concepts, the competitive environment, customer insight, market information systems, business models, enterprise competences, control, evaluation and innovation, the elements of the marketing mix and their critical interrelationships are explored, rooted in contemporary academic writing and real world examples.</p> <p>The course should equip students with a broad knowledge of strategic marketing in an industrial context and a demonstrable range of analytical marketing skills.</p>
MN2405	Managerial Accounting	½ unit	September 2018	<p>This course covers technical and non-technical aspects of management accounting. Topics covered may include introduction to cost and management accounting, traditional costing methods and techniques, contribution volume profit analysis, relevant costing, budgeting, responsibility accounting, and more innovative management tools such as Activity Based Costing (ABC)/Activity Based management tools such as activity based costing.</p>



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Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN2315	Marketing Research Marketing	½ unit	January 2019	<i>Marketing research is one of the most important and interesting facets of marketing. Decision-making within companies often hinges on information and recommendations within marketing research reports. This aim of the course is to ensure students understand the nature and scope of marketing research and in so doing emphasis its role in supporting the design and implementation of successful marketing decisions. Students learn to design and produce research that is actionable and relevant to marketing decisions. The course will evolve around a conceptual framework for conduction research, drawing on the steps of the marketing research process. Both qualitative and quantitative methodologies are critically examined and then applied in the practical group assignment. Finally, students learn the various components of the research report and develop the skills necessary to produce a report that has value to the decision-maker.</i>
MN2505	Operations Management	½ unit	January 2019	<i>Operations management is concerned with the design, planning and control of operating systems for the provision of goods and services. This course will provide the student with an insight not only into the tools and techniques used in the development of operational systems but more importantly into the factors that affect the choice of operating methods. The course examines the different approaches to the planning cycle (product development operating system and facility design) with reference to the strategic aims of the organisation. It also looks at the many different production control techniques; capacity planning, push and the Japanese perfected pull (just-in-time) systems and their effect on the effectiveness and efficiency of the organisation.</i>



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Course code	Course name	½ or 1 unit	Start date	Course description/pre-requisites
MN2705	Human Resource Management	½ unit	September 2018	<i>This course examines the significance of human resource management in organisations. It explores the links between product market strategies and their 'fit' with HR strategies, the role of HR planning in workforce management, and HR policies such as employed participation and involvement, including the role of trade unions in employment relationships, It also examines the regulation of labour markets, employment discrimination and conflict and resistance at work, before turning to specific HR practices such as recruitment and selection, training and development and pay and performance management. While the course will focus principally on the UK (insofar as practices are necessarily grounded in national cultures and institutions), it will locate the UK within the 'varieties of capitalism' literature and draw on the experience of other countries as appropriate, and analyse the role of the European Union and global industrial relations frameworks (such as the ILO) to position HRM properly in its international context. The aim of the course overall is to provide students with a critical understanding of theory, policy and practice in the field of HRM. Students are expected to gain a broad appreciation of the major themes and debates in the field. While the main emphasis is on the nature of HRM policies and practices in organisations, the course also explores the contextual labour market and political factors that shape HRM policy choices. The objective is to give students an understanding of the main concepts and models that underpin HRM, as well as a critical assessment of the relationship between theory and practice in HRM in contemporary workplaces.</i>
MN2915	Employability	½ unit	September 2018	<i>The course aims to engender confidence and awareness of the challenges associated with gaining employment in the contemporary workplace. It will seek to prepare students for potential internships, work experience, part time employment and offer guidance and advice to students who may be considering starting up their own business. Students will be expected to attend all sessions and participate in formative activities such as business games, quizzes, coaching exercises and to engage with invited speakers from industry.</i>

