

The University of Manchester
Manchester
Business School

MANCHESTER
1824



Manchester Business School
Specialist Masters 2007/2008

The University is big enough and compact enough to give its students the best of both worlds: city life and campus community. The Push Guide to Which University



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Why Manchester Business School?

“We aim to become one of the most highly-regarded business and management schools in the world. By building on our heritage, we will continue to generate cutting-edge research that is recognised by peers and practitioners across the globe.” John Arnold, Director of Manchester Business School

Manchester Business School is the largest campus-based business and management school in the UK, offering an impressive range of programmes and services to both students and businesses.

By choosing to study here, you will be joining a dynamic, world-class business school acknowledged as one of the top seven business and management schools in Europe and one of the top 22 in the world.

Overall, around 2,000 undergraduate and postgraduate students study with us every year, and we have a teaching staff of 227. We also support more than 3,500 students worldwide through distance-learning and external programmes and benefit from excellent links with both business and the public sector.

Manchester Business School provides world-class business and management education to undergraduates, postgraduates, highly experienced practitioners and people wishing to pursue academic careers.

Our masters programmes focus on today's key management challenges, and offer you the chance to develop in-depth knowledge of specialist areas, shaping your career in the direction of your choice. Our portfolio of masters programmes covers: finance and economics; accounting and finance; finance; mathematical finance; quantitative finance and financial engineering; marketing; international business and management; information systems, organisations and management; global business analysis; corporate communications and reputation management; operations management; decision sciences/operational research; management of science, technology and innovation; human resource management and industrial relations; organisational psychology; managerial psychology; healthcare management and public administration.

As part of The University of Manchester, we are the largest university in the UK and each area within Manchester Business School has an RAE rating (the government's quality assessment of university research) of 5 or 6*. We are also accredited by AACSB International, AMBA and EQUIS – one of only a small number of business schools worldwide to receive accreditation from all three international business school and MBA accrediting bodies.

We compete on a global scale for the best students and staff, and will continue to generate ground-breaking research that is recognised by peers and practitioners across the globe. Our students have the opportunity to learn in a forward-thinking, research-led environment, working with academics at the cutting-edge of their fields.

In an increasingly competitive environment we stand out as an international and progressive school, ambitious enough to lead business thinking and open-minded enough to learn from the contemporary commercial environment.

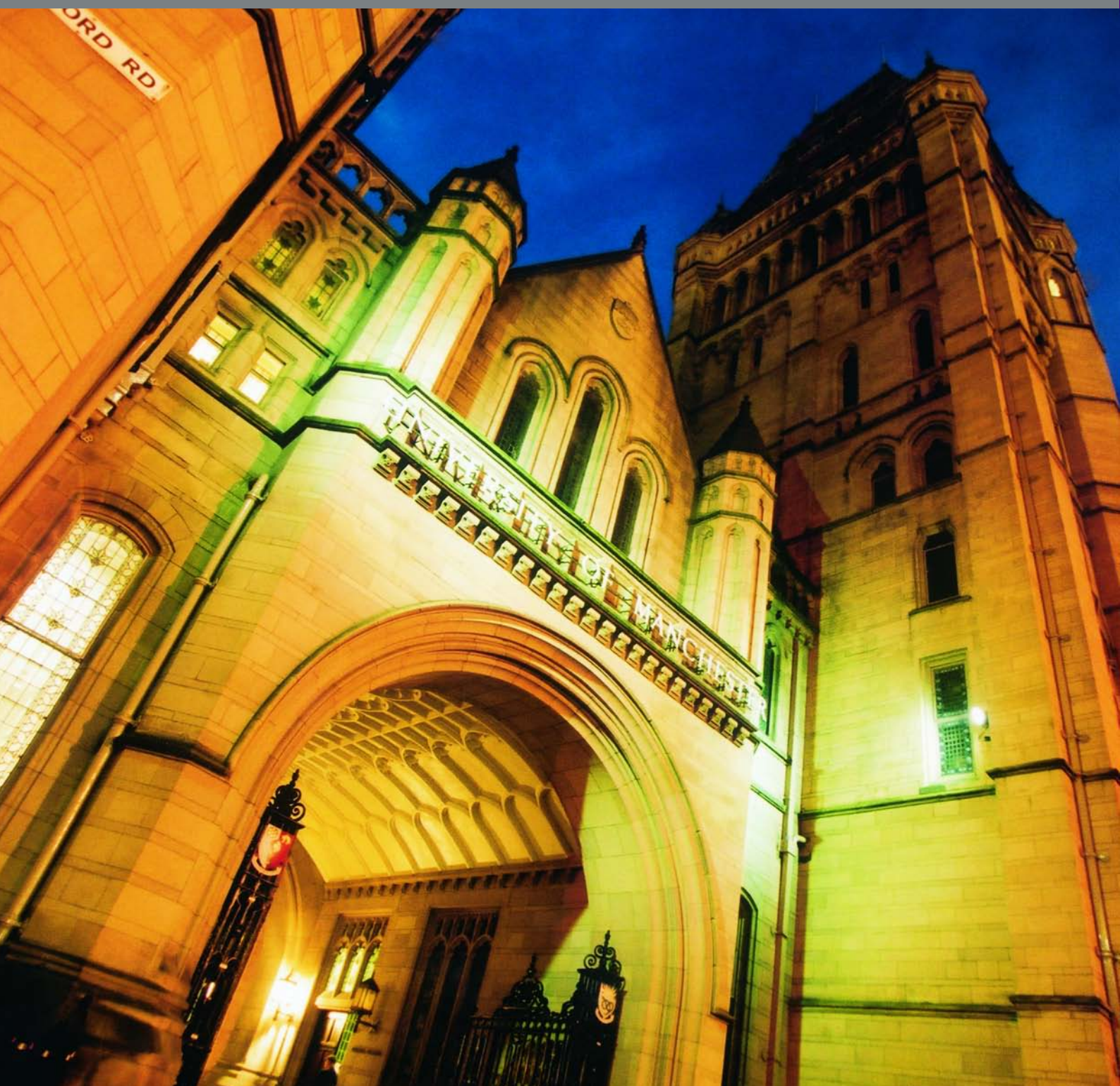
Study resources and facilities

Our staff will be the most important resource to you during your time at Manchester Business School. You will benefit from being taught by people who are internationally recognised leaders in their field. There are also a range of support staff who can provide advice and guidance in dealing with the everyday challenges of university life.

You will also have access to Manchester University's outstanding library and IT facilities: John Rylands University Library is renowned as one of the most extensive libraries in the world. For students of management, accounting and finance and business this is complemented by the Business School's own specialist libraries, including The Eddie Davies Library. There is also an increasing provision of information via various web-based services. Much of the reading material is now available through e-journals, saving a visit to the library. These e-journals, and other IT services, are available through the clusters of computers that may be found in school buildings, libraries and some halls of residence all over the campus. More and more buildings in and around the campus are being set up for wireless computer connection. Increasingly, electronic library information services are also accessible remotely.

Throughout your time at Manchester Business School, you will also have access to the University of Manchester Careers Service, considered by recruiters to be one of the best careers services in the UK. Workshops on careers skills will be offered, in addition to career counselling and guidance.

If you choose to study at The University of Manchester, you will be joining one of Britain's most forward-thinking universities with a rich heritage and an exciting agenda for the future.



The University of Manchester

The University of Manchester was created in 2004 by bringing together The Victoria University of Manchester and UMIST, two of Britain's most distinguished universities, to create a powerful new force in British higher education at the heart of one of the UK's most vibrant student cities. Our vision for the future is a university that will become an international academic powerhouse for the best students, teachers and researchers in the world. Our progress so far was rewarded when we were named The Times Higher 'Higher Education Institution of the Year' in 2005.

The University of Manchester has teaching and research in more subjects than any other single-site British university and a total student population of 35,000 from more than 150 countries, including 9,000 postgraduates.

We also continue to develop our reputation for successful innovation and technology transfer, as well as the proactive relationships with industry and public services that make us a force for positive change in the real world.

The quality of our research and teaching is indicated by our success in the Research Assessment Exercise and the Subject Reviews conducted by the Quality Assurance Agency. In the last RAE (2001) all of our subject areas received 6*, 5*, 5 or 4, indicating that our academics are producing work of national or international importance. We are confident of an improvement on these already impressive ratings in the next RAE in 2008.

Many of the major advances of the 20th century began at the University, such as the work by Rutherford leading to the splitting of the atom and the development of the world's

first modern computer in 1948. Today the quality, breadth and volume of research activity are unrivalled. There are more than fifty specialist research centres and groups at the University, each undertaking pioneering research into areas ranging from cancer treatments and genetic disorders to artificial intelligence and aeronautics.

Our research activities generate in excess of £100 million in funding a year. Our commitment to research excellence is clearly demonstrated by our investment in facilities that make such world-class research possible. The University boasts the world famous Jodrell Bank Observatory, the £30 million Manchester Biocentre (MIB), the Photon Science Institute and the £40 million Integrative Centre for Molecular Cell Biology.

The University's history is closely linked to Manchester's emergence as the world's first industrial city. We can trace our roots back to the formation of Manchester Mechanics' Institute in 1824, which became UMIST. The Victoria University of Manchester was founded as Owens College in 1851 and became England's first civic university in 1880. The two universities began working together 100 years ago.

By choosing to study at The University of Manchester, you will be joining a distinguished hall of fame. Twenty two of our former staff and students are Nobel Prize winners, and our graduates include the philosopher Wittgenstein, flight pioneer Arthur Whitten-Brown and women's rights campaigner Christabel Pankhurst. Today, our graduates can be found in top positions in business, sport, politics and the arts.

A qualification from The University of Manchester is recognised globally. Employers clearly recognise the value of our degrees as our graduates are among the highest paid in the country. This is reassuring to know when you are considering making the significant financial investment that further study requires. Equally encouraging is the University's Careers Service, which has been voted the best in the country for the past three years.

The University's compact and lively campus is a mini-metropolis. It is buzzing with energy and offers everything that you need to get the most from your time in Manchester – first-class facilities, including one of the largest and best-resourced university libraries in the UK, premier IT services and a wealth of student support services. There are also dozens of restaurants, café-bars, a shopping centre, supermarkets, and an impressive range of sports facilities.

We also have our own cultural attractions: the internationally renowned Whitworth Art Gallery, Manchester Museum and Contact Theatre. The Students' Union has four live venues including the famous Manchester Academy.

The campus is a mix of traditional Victorian buildings and more modern architecture. Although the bright lights of Manchester city centre are only minutes away, you'll find quiet corners, landscaped lawns and secluded quadrangles.

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Accounting and Finance

The Manchester Accounting and Finance Group (MAFG), a division of Manchester Business School, has a world-class reputation for its research and teaching, and attracts top quality students and staff.

Its research excellence was re-affirmed by top scores in the most recent Research Assessment Exercise (RAE) of the Higher Education Funding Council in the UK, denoting scholarship of the highest international calibre across the Group's various sub-disciplines. MAFG's current 6* RAE status reflects its top-rating in both the 1996 and 2001 RAEs (the only stand-alone accounting and finance group in the UK to achieve this).

MAFG's excellent teaching standards are recognised externally by the Quality Assurance Agency (QAA) through a developmental engagement exercise, which gave the Group the highest recommendation possible under the new methodology for quality reviews in higher education. The frequent invitations to its staff to take up visiting positions at overseas universities are evidence of the international standing of MAFG.

MAFG was the first accounting and finance unit in the European Union to achieve the status of a (Marie Curie) Registered Early Training Doctoral Research Site. Under this scheme, doctoral students registered at European universities can apply to spend a part of their studies at Manchester, gaining valuable experience and developing their own research networks. MAFG's academic programmes cover all levels – undergraduate, postgraduate taught and postgraduate research. Its MSc Accounting and Finance, MSc Finance and its PhD programmes have ESRC Research Training status.

The merger of the Victoria University of Manchester and UMIST in 2004 brought together all accounting and finance staff in the former Manchester School of Accounting and Finance, Manchester School of Management and Manchester Business School

to form one significantly enlarged accounting and finance group within the new Manchester Business School.

Accounting and finance at Manchester has always had a broad intellectual agenda and this is even more the case in the single University. MAFG's activities address a range of important issues in the fields of accounting, auditing, corporate reporting and governance, finance, financial econometrics, management information systems, public sector, and business and public policy. MAFG has excellent academic links across business and management and the social sciences more generally, evidenced recently by the Group being the driving force behind a newly established Centre for the Analysis of Investment Risk and by its close involvement with the University's Institute for Political and Economic Governance and with the ESRC-sponsored Centre for Socio-Cultural Change.

MAFG's research regularly attracts major external research grants. Its staff score highly not only in research publications but also on a range of other esteem indicators, including journal editorships, editorial board memberships and strong connections with the business and professional community. MAFG's research seminar series routinely attracts leading national and international scholars. These are complemented by research workshops covering particular research themes, and public seminars and discussion forums attended by representatives from the academic and professional accounting and finance communities. In addition, MAFG members organise major international conferences such as the European Audit Research Network Conference, the Journal of

Business Finance and Accounting Annual Conference, the International Conference on Information Systems and the Interdisciplinary Perspectives on Accounting Conference. Two of MAFG's professors, Andrew Stark and Robert Scapens, have received the Distinguished Academic Award of the British Accounting Association for their contribution to the accounting and finance discipline. You can find information on the research and teaching expertise of the faculty at www.mbs.ac.uk/research/accounting-finance/our-staff.htm

Students on any of MAFG's MSc programmes enjoy courses that are challenging and relevant, and built on the best available research. Academic rigour complements a concern to understand practice in accounting, finance, corporate governance, information systems, and public policy. A 'Master Class Series' brings leading practitioners into the classroom to link course material with practice; executives from international financial services and industrial firms, the chairs of the US and UK accounting standard setting bodies - Bob Herz and Mary Keegan - and Clive Granger, joint-winner of the 2003 Nobel Prize for Economics, have participated in the series to date. In addition, MSc students can attend MAFG's research seminars in which scholars from around the world explain their latest research.

MSc Accounting and Finance

The MSc Accounting and Finance programme is a one year, full-time programme. The programme provides graduates with the knowledge and skills necessary to pursue a senior level professional career in accounting, financial services or related sectors of the economy, or an academic career via a PhD. The programme develops a high level of understanding of theory and practice in the core areas of accounting and finance, with an emphasis on empirical research methods and on accounting and finance practice.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Introductory Research Methods for Accounting and Finance
- Essentials of Finance
- Financial Reporting Theory

One unit from

- Financial Statement Analysis
- Accounting Governance and Development
- Business Policy
- Financial Analysis of Public Sector Restructuring
- Foundations of Finance Theory

Semester 2

- Corporate Finance
- Either Research Methods and Methodology in Accounting or Research Methods and Methodology in Finance
- Advanced Management Accounting

One unit from

- Financial Econometrics
- Investment Analysis and Portfolio Management
- International Finance
- Accounting in an International Context
- International Mergers and Acquisitions

A brief summary of each taught course unit is on pages 12–15.

Summer research period

MSc dissertation (60 credits)

The dissertation normally consists of a literature survey in an applied or empirical area of accounting and finance followed by a piece of empirical work, involving either qualitative research methods or traditional statistical methods. Typical topic areas include: management accounting, financial reporting, auditing, management information systems, business analysis or public sector financial management.

Programme recognition

The programme meets the present ESRC guidelines for Masters degrees and has ESRC recognition as a postgraduate training year in preparation for a PhD.

Entry requirements

To gain a place on the programme you must have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). We take into account your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification when we assess your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

You need to have studied or be studying a degree in accounting and/or finance. We can, however, consider exceptional candidates with non-accounting and finance degrees, for example economics or mathematics. All applicants must have taken or be studying a significant number of courses in accounting and finance in the final year of their degree and have excellent results in these subjects. All applicants need a solid background in quantitative skills, econometrics or maths. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript, as we are unable to make a decision without this information.



Due to competition for places we will only consider applicants who have already met the minimum English language requirements. It is important to see the Manchester Business School website for further details about entry requirements and how to apply. Please note: there is a non-refundable application fee of £50, which you can pay using the secure online payment facility on the MBS website. We cannot consider applications until you have paid the application fee.

Career opportunities

The programme provides suitable training for specialist positions in the accounting and financial services sector of the economy or for research or for an academic career via a PhD in accounting and finance.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, refer to the fees and funding information on page 40.



MSc Finance

The MSc Finance programme is a one year, full-time programme. It provides the knowledge and skills necessary to pursue a professional career in the “city”, in the financial services, corporate finance, and treasury and banking sectors, or an academic career via a PhD.

The programme develops a critical appreciation of finance theory and practice, placing considerable emphasis on empirical research methods.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Introductory Research Methods for Accounting and Finance
- Essentials of Finance
- Derivative Securities

One unit from:

- Foundations of Finance Theory
- Financial Statement Analysis
- International Macroeconomics and Global Capital Markets

Semester 2

- Financial Econometrics
- Research Methods and Methodology in Finance
- Corporate Finance

One unit from:

- Investment Analysis and Portfolio Management
- International Finance
- Real Options in Corporate Finance
- International Mergers and Acquisitions

A brief summary of each taught course unit is on pages 12–15.

Summer research period

MSc dissertation (60 credits)

The dissertation normally involves empirical research. Typical topic areas include: corporate financial strategy, the investment performance of firms, mergers, initial public offerings, market efficiency, and the role and valuation of derivative securities.

Programme recognition

The programme meets the present ESRC guidelines for Masters degrees and has ESRC recognition as a postgraduate training year in preparation for a PhD.

Entry requirements

To gain a place on the programme you must have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). We take into account your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification when we assess your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

You need to have studied or be studying a degree in finance, economics or maths. All applicants must have taken or be studying a significant number of courses in finance in the final year of their degree and have excellent results in these subjects. All applicants need a solid background in quantitative skills, econometrics or maths. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript, as we are unable to make a decision without this information.

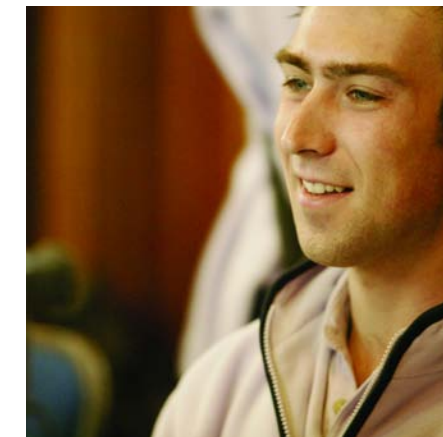
Due to competition for places we will only consider applicants who have already met the minimum English language requirements. It is important to see the Manchester Business School website for further details about entry requirements and how to apply. Please note: there is a non-refundable application fee of £50, which you can pay using the secure online payment facility on the MBS website. We cannot consider applications until you have paid the application fee.

Career opportunities

The programme provides training for specialist positions in finance (such as a financial analyst) or for research or an academic career via a PhD in finance.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, refer to the fees and funding information on page 40.



MSc Finance and Economics

The MSc Finance and Economics programme is a one year, full-time programme.

The programme provides the knowledge and skills to take up specialist positions in government, the “city” and industry or to pursue a research or academic career via a PhD in finance or economics.

The programme develops a critical appreciation of financial and economic theories and the interconnections between the two disciplines. There is considerable emphasis on empirical research methods and you carry out a significant piece of empirical research to complete your degree.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Essentials of Finance
- Either Microeconomic Theory or Macroeconomic Theory
- Either Introduction to Econometrics or Time Series Analysis

One course unit from:

- Foundations of Finance Theory
- Financial Statement Analysis
- Derivative Securities
- International Macroeconomics and Global Capital Markets

Semester 2

- Corporate Finance
- Either Further Econometrics or Cross Section Econometrics¹

One course unit from:

- Financial Econometrics²
- Investment Analysis and Portfolio Management
- International Finance
- Real Options in Corporate Finance
- Research Methods and Methodology in Finance

Plus

One approved economics course unit

¹ Conditional on taking Time Series Analysis in semester 1

² Available to those who do not take Time Series Analysis in semester 1

A brief summary of each taught course unit is on pages 12–15.

Summer research period

MSc dissertation (60 credits)

The dissertation normally consists of a survey of the literature in an applied or empirical area of finance and economics followed by a piece of empirical work.

Entry requirements

To gain a place on the programme you must have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). We take into account your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification when we assess your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

You need to have studied or be studying a degree in economics, finance or maths. This programme teaches a very high level of economics and advanced econometrics. It is therefore essential that you have taken or are studying a significant number of economics courses and importantly a high level of econometrics, and macroeconomics or microeconomics in the FINAL year of your degree and have excellent results in these subjects. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript, as we are unable to make a decision without this information.

Due to competition for places we will only consider applicants who have already met the minimum English language requirements. It is important to see the Manchester Business School website for further details about entry requirements and how to apply. Please note: there is a non-refundable application fee of £50, which you can pay using the secure online payment facility on the MBS website. We cannot consider applications until you have paid the application fee.

Career opportunities

The programme provides training for a research degree and general training for specialist positions in banking, government and industry or for pursuing a research career (eg financial analyst, economist) or an academic career (eg university lecturer) via a PhD in economics and finance.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, refer to the fees and funding information on page 40.



MSc Mathematical Finance

The MSc Mathematical Finance is a one-year, full-time programme. It targets students who want to pursue further and advanced studies in mathematical finance, especially the mathematical methods required to value innovative financial instruments, and it is of particular relevance to those working in, or planning to specialise in derivative securities, investment, risk management and hedge funds.

The programme combines the academic strength and practical expertise of both Manchester Business School and The University of Manchester's School of Mathematics. The programme gives you a good start to your career as you benefit from academically rigorous but also practical and career-oriented tuition, and have the opportunity to network through the School's alumni group.

The primary aim of the programme is to provide you with an advanced knowledge and understanding of the main theoretical and applied concepts in finance, at a mathematically advanced level. It adopts a genuinely international perspective with a 'current issues' approach to teaching.

The course teaching is shared by Manchester Business School and the School of Mathematics, and delivered through lectures, case studies, seminars and group project-based work. Assessment is by a mixture of continuous assessment and examinations.

Programme Structure

(all taught course units are 15 credits)

Semester 1

- Derivative Securities
- Foundations of Finance Theory
- Martingales with Applications to Finance
- Stochastic Calculus

Semester 2

- Brownian Motion
- Computational Finance*
- Financial Econometrics
- Stochastic Modelling in Finance

* There will be a pre-course training session for students who have not previously studied C++ programming

A brief summary of each taught course unit is on pages 12–15.

Summer research period

MSc dissertation (60 credits)

You carry out an original piece of research on a subject relating to the programme. Our MSc dissertation topics align with the research interests of leading financial institutions from the City of London and internationally. Senior members of these organisations propose several of the dissertation topics, which, subject to approval, our academic staff then supervise. Successful completion can require consultation with officers of the financial institution, leading to a final presentation of findings.

Entry requirements

To gain a place on the programme you must have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). We take into account your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification when we assess your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

You need to have studied or be studying a degree in mathematics. We can however consider excellent candidates with degrees in finance, engineering, physics or economics if a high level of mathematics has been studied. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript, as we are unable to make a decision without this information.

Due to competition for places we will only consider applicants who have already met the minimum English language requirements. It is important to see the Manchester Business School website for further details about entry requirements and how to apply.

Career opportunities

The programme provides training for a career in the finance industry specialising in derivative securities, investment, risk management, and hedge funds. It also provides skills for a research or an academic career (eg a university lecturer) or for continuing to study at doctoral level.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, refer to the fees and funding information on page 40.

MSc Quantitative Finance and Financial Engineering

The MSc Quantitative Finance and Financial Engineering is a one-year, full-time programme. It targets students planning to pursue further and advanced studies in the discipline, and those working in, or planning to work in, investment banking and securities trading, asset and risk management, commercial banking, international finance markets or as economists in government or central banks.

The programme combines the academic strength and practical expertise of both Manchester Business School and The University of Manchester's School of Mathematics. The programme gives you a good start to a financial career as you benefit from academically rigorous but also practical and career-oriented tuition, and have the opportunity to network through the School's alumni group.

The programme provides an advanced knowledge and understanding of the main theoretical and applied concepts in quantitative finance and financial engineering, delivered from a genuinely international and multicultural perspective, and with a 'current issues' approach to teaching. The course is particularly useful for careers that involve designing new financial instruments and managing trading in them.

Programme Structure

(all taught course units are 15 credits)

Semester 1

- Foundations of Finance Theory
- Stochastic Calculus
- VBA/C++ with Financial Applications

One unit from:

- Derivative Securities*
- International Macroeconomics and Global Capital Markets
- Martingales with Applications to Finance

*Compulsory for students who have not previously studied option pricing

Semester 2

- Financial Econometrics
- Interest Rate Derivatives

Two units from:

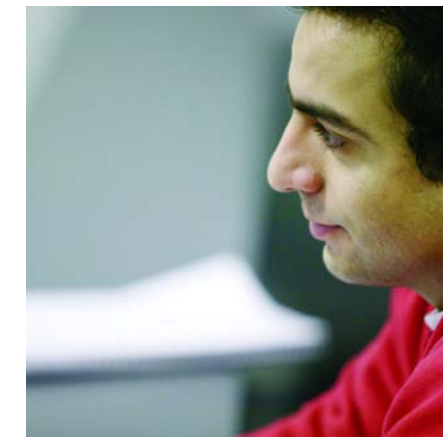
- Computational Finance
- Mathematical Modelling of Finance
- Real Options in Corporate Finance

Summer research period

Research dissertation (60 credits)

You carry out an original piece of research on a subject relating to the programme. Our MSc dissertation topics align with the research interests of leading financial institutions from the City of London and internationally. Senior members of these organisations propose several of the dissertation topics, which, subject to approval, our academic staff then supervise. Successful completion can require consultations with officers of the financial institution, leading to a final presentation of findings.

A brief summary of each taught course unit is on pages 12–15.



Entry requirements

To gain a place on the programme you must have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). We take into account your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification when we assess your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

You need to have studied or be studying a degree in finance or economics and have studied a significant number of modules in quantitative subjects, such as differential equations, econometrics or mathematical statistics, in your final year and have excellent results in these subjects. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript, as we are unable to make a decision without this information.

Due to competition for places we will only consider applicants who have already met the minimum English language requirements. It is important to see the Manchester Business School website for further details about entry requirements and how to apply.

Career opportunities

The programme provides training for a career in the finance industry specialising in investment banking and securities trading, asset and risk management, commercial banking, or international finance markets, or as an economist in government or a central bank. It also provides research skills for pursuing a research or academic career (eg university lecturer) or for continuing to study at doctoral level.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, refer to the fees and funding information on page 40.



Course unit summaries

Accounting course units

Accounting Governance and Development

This course unit explains how accounting is embedded in governance and development. It illustrates that governance is built upon the principles of accounting which includes calculative practices, controls and accountability. Drawing on current debates on governance and development initiatives, the course unit highlights how and why governance has become a fundamental issue in postcolonial economies. It also reviews literature on management accounting and accountability systems, and analyses some selected case studies on accounting and development.

Accounting in an International Context

The aim of this course unit is to provide an introduction to the complexity and variety of issues that arise when accounting is set in an international context. The material covers issues in both management and financial accounting. The unit is partly comparative (eg looking at differences in systems of management accounting and financial reporting), and partly analytical (eg considering how financial analysis and resource allocation are affected by international factors). The course content covers a range of issues which affect international accounting practice and its regulation.

Advanced Management Accounting

This course provides a practical understanding of recent management accounting innovations and their effects upon the role of management accountants.

Business Analysis

This course unit introduces you to classical strategy literature from the 1980s onwards and explains how such tools can be used for understanding management in giant firms. You look at political economy literatures on shareholder value and financialisation and consider the effects of capital market pressure for financial results, mainly in the UK and USA. Finally, you carry out practical exercises on firm and sector which require product market and financial analysis based on critical use of methods and concepts from a variety of perspectives.

Financial Analysis of Public Sector Restructuring

This course unit helps you to analyse and understand the rationale for changes in public sector management and the arguments used to support the use of accounting techniques and financial management. You use financial and other information to interrogate this rationale and to evaluate policy outcomes. It provides you with experience of using financial accounts and other sources of information, as well as reading and analysing business cases, audit reports and other related documents, helping you develop skills you can apply to other cases of public sector change.

Financial Reporting Theory

This course provides an understanding of the main approaches to financial reporting issues from both practice and research perspectives.

Financial Statement Analysis

This course provides an understanding of the role of financial statement information in the decisions taken by current and prospective stakeholders in a company.

Introductory Research Methods for Accounting and Finance

The course explains the methodology of positive economics and the associated concepts of research design. It provides a foundation in statistics, computing techniques and databases, which are beneficial for successful completion of other postgraduate courses in accounting and finance.

Research Methods and Methodology in Accounting

This course provides a general understanding of accounting research and research methods and equips you with practical research skills for your dissertation project.

Finance course units

Corporate Finance

This course covers theoretical and empirical aspects of corporate financing, capital structure and dividend policy, and more advanced topics in agency theory, signalling, incomplete contracting, incomplete information games, corporate control and governance, and executive compensation.

Derivative Securities

This course covers the valuation and application of financial derivatives instruments, and the use of no-arbitrage arguments and risk neutral valuation for the relative pricing of financial derivatives.

Essentials of Finance

This course provides the basic theoretical foundations of theories of asset pricing. The course focuses on the structure of the main theories of asset pricing that are most used in empirical and applied finance, such as Portfolio Theory, the Capital Asset Pricing Model and Arbitrage Pricing Theory, as well as providing an understanding of the formal construction of asset-pricing models.

Financial Econometrics

This course covers OLS, ML and GMM estimation methods, univariate time series analysis and various topical issues such as ARCH, Vector Autoregressive Models, unit roots, error correction, co-integration and non-linear time series models.

Foundations of Finance Theory

This course provides a foundation in the most important models in finance: general no-arbitrage relationships (forward parity, put-call parity, MM theorem, the law of one price), stock valuation models (APT, CAPM, TSP) and option pricing models.

Interest Rate Derivatives

This course unit provides you with foundations of interest rate models and the conceptual framework for valuing interest rate derivatives. The unit covers interest rates and bond prices, single period and multiperiod interest rates instruments, interest rate derivatives, interest rate models, spot rate models and forward models.

International Finance

This course covers developments in international financial markets and theories of exchange rate determination. In particular, it focuses on theoretical and applied aspects of the causes of financial/exchange rate crises, the relationship between international capital flows, investor behaviour (including sentiment) and international asset pricing, and the potential for international financial market contagion of financial crises.

International Macroeconomics and Global Capital Markets

This course examines major issues in the macroeconomic relations between countries. These include: evidence of globalisation in capital markets from parity conditions; the inter-temporal approach to current account dynamics; the fundamental determinants of the real exchange rate; the sustainability of current account deficits, with special reference to the US experience; capital account liberalisation; alternative measures of international capital mobility, and the Feldstein-Horioka puzzle; economic growth, theory and policy.





International Mergers and Acquisitions

This course provides you with a conceptual framework for the understanding of mergers and acquisitions. Using both economic and financial analysis, the course investigates how the basic principles arising from an extensive theoretical tradition can give meaning to a raft of empirical findings about the phenomenon.

Introductory Research Methods for Accounting and Finance

The course explains the methodology of positive economics and the associated concepts of research design. It provides a foundation in statistics, computing techniques and databases, which are beneficial for successful completion of other postgraduate courses in accounting and finance.

Investment Analysis and Portfolio Management

This course provides an advanced coverage of the main principles of investment analysis and portfolio management; it examines the steps involved in constructing an investor's optimal portfolio, how to revise this portfolio to ensure it remains optimal, and how to measure the performance of this portfolio.

Research Methods and Methodology in Finance

This course introduces you to basic research techniques in finance covering both theory and practice.

Real Options in Corporate Finance

This course evaluates strategy and management value in property, power, resources, R&D, football, dot.coms, telcos, banking and consulting. The course surveys the real options that practitioners have identified in these industries.

Economics course units

Cross Section Econometrics

This course introduces basic modelling techniques in the analysis of cross-sectional data and develops these techniques to an advanced level in preparation for a dissertation that analyses cross-section data.

Further Econometrics

This course covers the use of categorical data, estimation of differentials and binary choice models, and time series techniques including unit root tests, dynamics regression models and vector autoregressive (VAR) models.

Introduction to Econometrics

This course provides an introduction to econometric methods. It includes estimation of the multiple regression model, hypothesis testing and diagnostic testing, and also instruction in how to use a statistical computer package. At the end of the course you should be able to: demonstrate your understanding of the appropriate econometric methods for analysing data, demonstrate familiarity with the estimation and testing of econometric relationships using appropriate software, and interpret and discuss results.

Macroeconomic Theory

This course provides you with an understanding of the macroeconomic environment, and an appreciation of the strengths and limitations of macroeconomic policy. The course is oriented to examination of current macroeconomic issues and their implications for policy makers, economists and forecasters.

Microeconomic Theory

This course introduces the core model of perfect competition, the nature and significance of externalities, public goods, uncertainty, information asymmetries, bounded rationality, incomplete markets and the potential role of the state.

Time Series Analysis

This course examines both linear and non-linear techniques, with empirical linear analysis using computer packages. Topics include: stationary and non-stationary processes, testing for unit roots, VAR models and impulse response analysis, topics in financial econometrics, non-linear regime-switching models of the business cycle, applications of Markov-switching and smooth transition models.

Mathematics course units

Brownian Motion

This course covers: heat equation, diffusion equation, Einstein's derivation of the diffusion equation, the Wiener process, the Ornstein-Uhlenbeck process, strong Markov property, diffusion processes, boundary classification, the Kolmogorov forward and backward equations, probabilistic solutions of PDEs.

Computational Finance

This course covers computational methods, including Monte Carlo and Lattice methods for option pricing, finite difference methods for parabolic PDEs with emphasis on Crank-Nicolson methods for parabolic systems, point and line relaxation and PSOR methods, and quadrature methods.

VBA/C++ with Financial Applications

This course covers Microsoft's Visual Basic (VBA) language in conjunction with Excel's user interface and its formulas and calculation capabilities, to deliver a powerful and flexible trading tool. The coverage on C++ is introductory and does not assume prior knowledge of programming. You learn how to incorporate C++ modules into Excel through the dynamic linked library. All example programmes are based on finance applications.

Martingales with Applications to Finance

The course content includes: probability, measures and random variables; integration with respect to a probability measure; price processes, self-financing portfolios and value processes; arbitrage opportunities and equivalent martingale measures; market completeness; options and option pricing; stopping times and the optional sampling theorem.



Mathematical Modelling of Finance

The course content includes: no-arbitrage valuation of options and futures; models for the movements of stock prices, Brownian motion and geometric Brownian motion; stochastic and deterministic processes; basics of stochastic calculus and Ito's lemma; derivation of the Black-Scholes PDE and the assumptions behind it; formulating the mathematical problem, determining boundary conditions and deriving the solution of the heat conduction equation using the Dirac delta function; extension to assets paying dividends, early exercise and free boundary problems.

Stochastic Calculus

The course content includes: Wiener process; continuous local martingales; the quadratic variation process; Ito's integral with respect to a continuous semi-martingale; the Levy characterisation theorem; the martingale representation theorem; optimal prediction of the maximum process; Bassel process; the Ornstein-Uhlenbeck process; branching diffusion; Brownian bridge; the Shiryaev process; the sequential testing equation; the quickest detection equation; the existence and uniqueness of solutions in the case of Lipschitz coefficients.

Stochastic Modelling in Finance

The unit focuses on mathematical models in financial mathematics. This includes: hedging strategies and managing market risk using derivatives; binomial model; risk-neutral valuation; diffusion-type models for stock prices; Black-Scholes formula; stochastic volatility models and option pricing with transaction costs.

Marketing, International Business and Strategy MSc Corporate Communications and Reputation Management 18 MSc International Business and Management 20 MSc Marketing 22

Marketing, International Business and Strategy

Marketing, International Business and Strategy at Manchester Business School is one of the strongest and largest academic groupings of its kind.

Being large means that we can support world-class specialisms that would not be possible elsewhere, including international business, corporate reputation, business marketing and branding, and the use of information technology in shaping the strategy of an organisation. The content of our specialist masters programmes reflects this with ideas from the very latest research and consultancy to constantly improve and refresh our teaching.

The Marketing Group covers the whole spectrum of the discipline and carries out leading-edge, internationally-known research in a number of areas. It continues to drive the research agenda, which is demonstrated by the success of the Customer Research Academy, the Manchester Retail Research Forum and the International Centre for Retail Studies. The key areas of research are: Services Marketing; Business-to-Business Marketing; Retail Marketing; Consumer Behaviour; Product and Service Development; Relationship Marketing; International Marketing; and Innovative Research Methods.

Members of the Group participate in leading conferences worldwide including the Academy of Marketing, American Marketing Association, European Marketing Academy, International Marketing and Purchasing, Association of Consumer Research and the British Academy of Management. They also publish in many leading-edge journals such as the Journal of Business Research; Industrial Marketing Management; European Journal of Marketing; International Journal of Service Industry Management; Journal of Consumer Behaviour; International Review of Retail, Distribution and Consumer Research.

The Customer Research Academy facilitates monthly research presentations from academics in Manchester and nearby universities, together with international visiting speakers, and is responsible for hosting a bi-annual conference, which attracts the top customer behaviour researchers in Europe.

The UK component of the Product Development & Management Association (PDMA) has been led and chaired since 2002 by Dr Helen Perks. It seeks to improve the effectiveness of people engaged in developing and managing new products and services. Core activities centre on a series of themed workshops for both practitioners and academics, and an academic seminar series dedicated to identifying and debating emerging research themes, which attracts leading international scholars. Guest speakers for undergraduate, MSc and MBA programmes come from, among others, Corus Group, ICI Group and PDD (leading UK design consultancy).

The International Business Group strongly believes in research-based education. Research enhances the understanding of complex realities that shape today's business environment in an increasingly globalised market place. The group's research activities are focused on key issues such as internationalisation of the firm; globalisation and its impact on companies and countries; mergers and acquisitions; international business negotiations; head office subsidiary relationships; market orientation and business performance and industrial clustering.

The Group regularly publishes in the top journals, namely the Journal of International Business Studies, International Business Review, Journal of World Business, Management International Review, International Marketing Review, European Journal of Marketing and Industrial Marketing Management. Professor Pervez Ghauri is also editor of the International Business Review, the official journal of European International Business Academy (EIBA). He also has responsibility for the international track theme at the British Academy of Management (BAM) annual conference.

The Group plays an active role in the Academy of International Business (AIB), European International Business Academy (EIBA), Academy of International Business-UK (AIB-UK) and the British Academy of Management (BAM). Professor Ghauri sits on the board of EIBA.

Research in the Strategy Group falls within a number of main themes. These include reputation and communication, which tests whether an organisation's reputation could form the basis for its strategy and aims to prove the links between reputation and financial performance; strategic management, including the identification of success factors in international strategic alliances and in international technological collaboration; information systems and business strategy, which includes work on the interaction of information systems and strategy, specifically enterprise resource planning systems and systems in local and national government; the marketing benefits of shared systems; business process re-engineering; and the interaction between organisation, business processes and business model.

The Corporate Reputation Institute has a regular research seminar series and is often commissioned by companies to undertake applied research; it has been successful in attracting a series of studentships and grants to support its research. Currently ten doctoral students are being supervised in this one area alone.





MSc Corporate Communications and Reputation Management

The MSc Corporate Communications and Reputation Management is a one year, full-time programme.

The field of corporate communications is a growing area of employment, and subject to rapid changes in techniques, roles and knowledge due to advances in communication technology. Moreover, there is growing recognition of the importance of communication as an integral part of the formulation and implementation of corporate strategy. However, there is a shortage of communications specialists who can take a strategic view of business and we help to meet that demand.

The programme offers a unique approach to strategic management combining up-to-the minute case studies and practical examples of best practice. As a student you will look at modules ranging from communications and business strategy, communication with employees, customers, government and media as well as specific types of communication. This course has already helped many professionals boost their career.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Corporate Communications
- Corporate Social Responsibility
- Corporate Reputation and Competitiveness
- Either Marketing Communications or Corporate Governance and Financial Reputation

Semester 2

- Crisis Management
- Research Methods
- Employee Communications
- Either Leadership and Change or Design Management and Corporate Communications

Note: the availability of elective modules is subject to student subscription.

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research. You will have a supervisor, who will discuss your choice of research project with you and advise and guide you through the process. Recent dissertations have covered:

- Media reputation of biotechnology firms
- Employer branding
- Corruptions in international business
- National identity
- E-reputation of hotels: tripadvisors.com
- Managing employee commitment during organisational change.

Entry requirements

Normally an upper second class honours degree, or the overseas equivalent, in any discipline. Students whose first language is not English require IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

We have worked to build a programme that is tailored to enhance your ability in the job market. We specifically aim to develop an experience that comprises curriculum content, student interaction and building relationships with members of faculty to equip you with the analytical tools and instruments that will allow you to be at the forefront in the marketplace.

Typical areas within organisations and roles that you can aspire to are those related to the strategic management of communications, organisational reputation, public relations or crises management. These skills are applicable in every sector of economic activity, from industry to service organisations, in the private and public sectors.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

Corporate Communications

This course unit aims to provide an introduction to corporate communications, covering its management context, scope and principal issues, to present an overview of corporate communication as an integral part of the business process and to introduce appropriate analytical frameworks and prescriptive methods, supported by cases and exercises.

Corporate Social Responsibility

This course unit covers corporate social responsibility and accountability, the link between social responsibility and financial performance, social auditing, accounting and reporting, ethics and international business. It introduces basic ethical principles relevant to the world of business and illustrates the application of ethical principles using a range of case studies.

Corporate Reputation and Competitiveness

This course unit looks at corporate reputation from strategic perspectives, sources of reputation, protection and promotion of the reputation of the organisation, assessing the reputation. It presents a new way of managing the corporate strategy of an organisation, based on managing reputation with multiple stakeholders and covers core concepts and measures of reputation management (corporate culture, branding, identity, employee training, and corporate values) but, most important, uses material developed at Manchester Business School in work with over 30 organisations since 1998. It provides the opportunity to debate some original thinking with those who developed it and who are using it with a range of organisations.

Marketing Communications

The course unit aims to provide an understanding of how marketing communications contribute to organisational strategy. It covers topics such as how to assess the different elements of the communications mix; how to evaluate models of marketing communications and how to examine the process of developing a marketing communications strategy.

Corporate Governance and Financial Reputation

This course unit introduces an overview of key topics in corporate governance for example: economic history and competing economic models, Anglo-American versus Continental; ownership and institutional structures; CEO remuneration, internal and external corporate mechanism. The other half of the module provides practices of financial reporting and fundamentals, analysis of corporate governance reports and their relationships with accounting and auditing.

Crisis Management

This course unit aims to provide an analysis of proactive and reactive approaches to the management of crises, to provide an understanding of the importance of strategic relationships with stakeholders in effective issues management and to develop an understanding of the complexities of managing the often competing interests of stakeholders in preventing and recovering from crises.

Research Methods

This course unit explains the theoretical underpinnings of research methodologies, introduces a range of methodological approaches and enables students to evaluate the credibility of evidence from published research studies.



Employee Communications

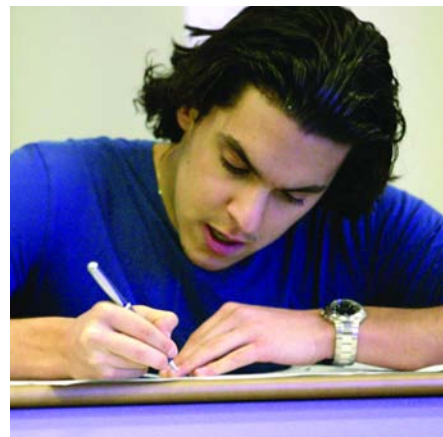
This course unit aims to provide an analysis of organisational change processes and the range of theories of organisational change, to apply a complexity theory perspective to understanding organisational change and to provide an understanding of the role of internal communication in implementing an organisation's change strategy.

Leadership and Change

This course unit aims to provide an overview of public sector modernisation, to relate leadership to the changing context of organisations and public bodies and to generate an understanding of diversity and how organisations deal with inequalities.

Design Management and Corporate Communications

This course unit focuses on design management in creative industries. It covers sourcing an agency, setting a brief, costing, project management and evaluation, and visual tactility of a campaign through practical examples. It also provides a useful overview of the media mix and the role of different media for corporate identity management and communications.



MSc International Business and Management

The MSc International Business and Management is a one year, full-time programme. It is a multidisciplinary taught programme focusing on business and management in a cross-border or international context. As such it draws on economics, finance, organisational theory, marketing and human resource management. We examine areas of international business and management in depth, including economic, financial, technological, marketing and managerial issues in the multinational enterprise. You also receive a thorough grounding in social science research issues and methods, including techniques of quantitative and qualitative data collection, analysis and interpretation. The programme includes a Masters thesis (research dissertation) on an international business-related topic. In addition, there is a possibility in the programme to spend a semester at an international partner institution.

Programme structure

(all taught course units are 15 credits)

Semester 1 Exchange and Non-Exchange streams

- Fundamentals of International Business
- Economic Analysis of the Multinational Enterprise
- Multinational Management
- Research Methodology 2

Semester 2 Non-Exchange stream

- Research Methodology 3

Choose at least two (maximum three) courses from:

- International Trade: Theory and Policy
- International Business Negotiations
- Foreign Competition, Industrial Performance and Economic Growth
- International Marketing

By agreement, the third course unit may be taken from other masters programmes.

Semester 2 Exchange students

- Study in partner institutions abroad

As an exchange student, you will spend semester two in a partner institution abroad. International exchange partners comprise:

Exchange partners in Europe:

- Copenhagen Business School, Denmark
- EM Lyon, France
- HEC École des Hautes Études Commerciales, Paris, France
- Helsinki School of Economics, Finland
- Norwegian School of Economics – Bergen, Norway
- Rotterdam School of Management, Rotterdam, Netherlands
- Solvay Business School, Brussels, Belgium
- Stockholm School of Economics, Stockholm, Sweden
- Università Commerciale Luigi Bocconi, Milan, Italy
- Universität zu Köln, Cologne, Germany
- Universität St Gallen, St Gallen, Switzerland
- Université Catholique de Louvain, Belgium

Exchange partners outside Europe:

- Hong Kong University of Science & Technology, Hong Kong
- University of New South Wales, Sydney, Australia
- University of Otago, Dunedin, New Zealand
- University of the Witwatersrand, Johannesburg, South Africa

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research. You will have a supervisor, who will discuss with you the topic you have chosen for the research project, and provide you with advice and guidance throughout the whole process. Recent dissertations have covered:

- Cross-border knowledge flows and innovative performance
- Internationalisation of LDC firms
- Internationalisation of retailing companies
- International mergers and acquisitions
- Marketing strategy and performance
- Third party logistics management
- Globalisation and its impact on company strategies.

Programme recognition

The programme conforms to the present ESRC guidelines for Masters degrees and has ESRC recognition as a postgraduate training year in preparation for undertaking a PhD. It consistently enjoys the highest possible ranking in terms of teaching and contents.

Students graduating with an MSc in International Business and Management will gain partial exemption from membership to the Institute of Export, with the potential of a full exemption depending on the choice of options and research focus of the dissertation.

Entry requirements

To gain a place on the programme you will need to have top ranking academic results. We are looking for a first class or high upper second class honours degree (overall average 65%+), or the overseas equivalent (for details see the MBS website). Your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification are taken into consideration when assessing your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

Degrees from all disciplines can be considered. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript.

Due to competition for places only applicants who have already met the minimum English language requirements will be considered. It is important to see the Manchester Business School website for further details about entry requirements and how to apply. Please note: there is a non-refundable application fee of £50 which can be paid using the secure online payment facility on the MBS website. Applications will not be considered until the application fee has been paid.

Career opportunities

The range of career opportunities available is wide, with recent graduates gaining employment in management consultancy, international banking, and commodity trading, as well as high profile multinational companies and universities.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

Fundamentals of International Business

This course unit provides you with an understanding of factors shaping international business activities of the firm. It focuses on the macro environment such as globalisation as well as on micro level such as, why do companies go abroad, how do they select locations for their international activities and why do they choose different methods of entry in different markets?

Economic Analysis of the Multinational Enterprise

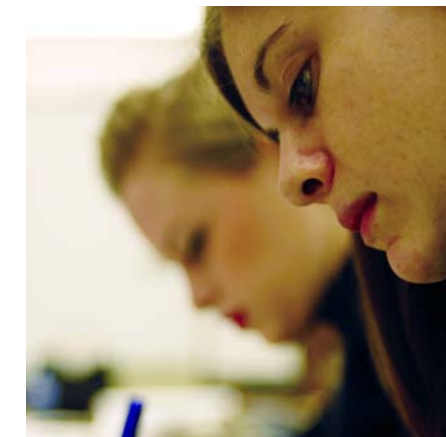
The aim of this course unit is to provide an understanding of the nature of the multinational company as an economic organisation. The course explains how the multinational brings nationally-dispersed value-adding activities under common ownership and considers the advantages and disadvantages of multinational companies compared to national companies.

Multinational Management

This course unit aims to develop an understanding of how multinational firms operate in a global economy. It enables you to understand the management challenges associated with developing strategies and handling the operations of companies whose activities stretch across national boundaries.

Research Methodology 2

The main aim of the course unit is to provide a critical assessment of the methodologies available to researchers in the social sciences, management and business studies. More specifically it involves developing skills and expertise in the planning and management of research as well as the ability to work independently to develop and defend an intellectual position. Essentially it provides a firm grounding in the knowledge relevant to the successful completion of a social science research dissertation.



Research Methodology 3

The purpose of this course unit is to prepare you to carry out your dissertation. It builds on the work carried out in the first semester concerning the theory of research methods by familiarising you with approaches and techniques, which you may use in carrying out your dissertation. It particularly deals with the research process involved in the dissertation writing.

International Trade: Theory and Policy

The course unit aims to present a thorough review of the economics and politics of international trade and investment and to impart skills that will enable you to critically investigate, analyse and interpret economic data relating to current world trade events.

International Business Negotiations

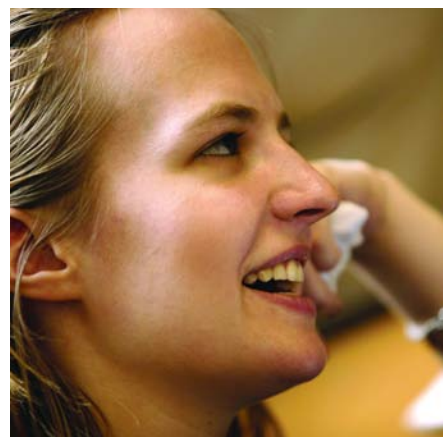
Treating negotiation as a technique that can be learned and adapted to international business relations, this course deals with two main inter-related themes: business negotiation skills; and the impact and management of cultural differences on international business deals.

Foreign Competition, Industrial Performance and Economic Growth

This course unit provides you with theoretical and empirical developments in the interactions between the multinational enterprises and factors affecting industrial competitiveness and economic performance at the level of individual countries.

International Marketing

This course unit provides a comprehensive introduction to international marketing, emphasising both academic substance and real-world practicality. The course unit introduces the core components of international marketing by taking a comparative perspective in the context of European, North American and Asia-Pacific markets.



MSc Marketing

The MSc Marketing is a one year, full-time programme.

The programme provides you with access to the knowledge and skills necessary to pursue either a professional career in marketing or an academic career via subsequent doctoral work.

The programme provides you with the skills necessary to develop a critical appreciation of key areas in marketing and allows the in-depth investigation of specialist areas, such as consumer behaviour, strategy, and international marketing. It equips you with competencies in various practical key skills that are required by employers, and gives you a grounding in research methods, including techniques of data collection and analysis.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Marketing Fundamentals
- Marketing Implementation
- Generic Research Methods
- Qualitative and Quantitative Data Analysis

Semester 2

- Marketing Strategy and New Product Development

Choose three courses from:

- Business-to-Business Marketing
- Consumer Behaviour
- Services Marketing
- International Marketing
- Retail Marketing

By agreement one course unit may be taken from other masters programmes.

There may also be an opportunity to study for one semester in an Exchange Institution (details can be found under the MSc International Business and Management programme). This will need to be discussed on an individual basis with the programme director.

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research. This is a critical element of the course with a strong emphasis on empirical work, utilising appropriate and advanced research methods. You will have a supervisor, who will discuss your choice of research project with you and advise and guide you through the process. Examples of topics covered in recent dissertations include:

- Perceptions of service quality
- The use of the Internet by charities
- Relationship marketing in professional services
- Category management
- Ethnic minorities and acculturation and new product development.

Please note that these are only a small sample of the broad scope of topics undertaken by recent students.

Programme recognition

The programme conforms to the present ESRC guidelines for Masters degrees and has ESRC recognition as a postgraduate training year in preparation for undertaking a PhD. Students who successfully complete the programme are eligible for exemption from part of the examinations for the Diploma of the Chartered Institute of Marketing.

Entry requirements

To gain a place on the programme you will need to have top ranking academic results. We are looking for a first class or high upper second class honours degree, or the overseas equivalent (for details see the MBS website). Your grade average, position in class, references and the standing of the institution where you are studying or have already attained your qualification are taken into consideration when assessing your academic record. We particularly welcome applications from excellent candidates studying at institutions of high ranking and repute.

Degrees from all disciplines can be considered. Please submit a CV/resumé with your application. If your degree transcript does not include a list of your final year courses please make sure you provide this information in addition to submitting your transcript.

Due to competition for places only applicants who have already met the minimum English language requirements will be considered. It is important to see the Manchester Business School website for further details about entry requirements and how to apply. Please note: there is a non-refundable application fee of £50 which can be paid using the secure online payment facility on the MBS website. Applications will not be considered until the application fee has been paid.

Career opportunities

Graduates from this programme are well suited to careers in both the academic and business world. Graduates have gone on to work in marketing positions in blue chip companies throughout the world and to pursue academic careers in many institutions both in the UK and overseas, eg Tesco, Body Shop and PricewaterhouseCoopers. Doctoral students have gone on to investigate topics including ethical consumerism and relationship marketing in professional services.

Scholarships

The Peter Roberts Scholarship is worth 6,000 Canadian dollars to support one student. The awarding Foundation has stipulated that it wishes to award the scholarship to a UK national where possible, although it reserves the right to exercise its discretion in exceptional circumstances, and make the award to any worthy EU applicant. The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

Marketing Fundamentals

This course unit equips you with the theoretical underpinnings of the marketing discipline. It encourages appreciation of different theoretical and practical perspectives and provides a broad understanding of the skills and challenges presented in the field of marketing.

Marketing Implementation

This course unit provides you with a critical appreciation of how marketing is put into practice, the interactions with customers (consumer and organisational), and development of products/markets (eg retail, international, services).

Generic Research Methods

The main aim of the course unit is to provide a critical assessment of the methodologies available to researchers in the social sciences, management and business studies. More specifically it involves developing skills and expertise in the planning and management of research as well as the ability to work independently to develop and defend an intellectual position. Ultimately the course unit provides background knowledge relevant to the successful completion of a research dissertation.

Qualitative and Quantitative Data Analysis

The course unit will show you how to categorise quantitative and qualitative data and choose appropriate methods of analysis for the data. It will allow you hands-on experience of analysing data and interpreting statistical output and shows how qualitative data from interviews can be organised and analysed.

Marketing Strategy and New Product Development

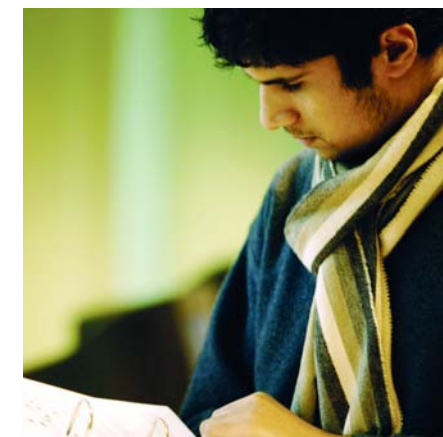
The course unit aims to develop an appreciation of marketing practice and to provide an understanding of marketing in the overall management process, through a group project aimed at developing a business strategy for a new venture.

Business-to-Business Marketing

This course unit will consider the process and nature of marketing and buyer behaviour in different business-to-business contexts and environments. It will present a range of models and theories that can be applied in a business-to-business context. You will understand the challenges of marketing in business markets in a global context and develop an understanding of the research skills that are needed in order to undertake business-to-business marketing research.

Consumer Behaviour

The course unit aims to provide you with an understanding of consumer behaviour; to acquaint you with the factors which influence consumer behaviour at different stages of the consumption process; and to outline the links between consumer behaviour research and marketing theory and practice.



Services Marketing

This course considers the development of theories of services marketing. You will gain an understanding of key aspects of marketing management and strategy in the services sector to include consumer behaviour, elements of the marketing mix, service quality and internationalisation. Particular focus will be given to research evidence in industries such as financial services, tourism, education and healthcare.

International Marketing

This course unit provides a comprehensive introduction to international marketing, emphasising both academic substance and real-world practicality. The course unit introduces the core components of international marketing by taking a comparative perspective in the context of European, North American and Asia-Pacific markets.

Retail Marketing

The primary focus of this course unit is upon the major issues and strategies of retail management. Particular attention is given to the key elements of retail marketing strategies, and related aspects of consumer behaviour. The course also seeks to develop a wider understanding of the functions of retail systems within the UK and Europe, including an appreciation of the crucial role of major retailers within the marketing channel.

Innovation and Operations Management MSc Decision Sciences/Operational Research 25
MSc Information Systems, Organisations and Management 26 MSc Management of Science,
Technology and Innovation 28 MSc Operations Management 30

Innovation and Operations Management

Innovation and Operations Management at Manchester Business School has a world-class reputation and attracts top quality students and staff. Manchester has been one of the world's leading centres for the study of science, technology and innovation and operations management since the 1960s.

Today we are stronger than ever before, with a major group of academics and researchers performing leading-edge research and providing research-led teaching of the highest quality. The group has demonstrated international excellence, winning a coveted 5-rating in the most recent UK Research Assessment Exercise (RAE).

Innovation and Operations Management houses a number of leading international research centres with a high international profile among the research community. Its activities cover a broad range of issues in decision science, entrepreneurship, environmental management and sustainability, innovation studies, research and technology management, operations management and science and technology policy. The research teams have strong domestic and international links with business and key policymakers. Our students, who come from all over the world, benefit from the scale and scope of this activity, and especially from the knowledge of real-world cases and policies gained from 25 years of leading research and consultancy performed for firms, governments and other organisations from around the world. Information on the research and teaching expertise of the faculty can be found at www.mbs.ac.uk/research/AcademicDirectory.aspx

Prospective students should look forward to courses that are challenging and relevant, and that are built on the best available research. We have one of the largest groupings of students working in this field in Europe and internationally, both at MSc and PhD level. We also attract a large number of post-doctoral students, supported by Marie Curie Fellowships and other funding bodies. This makes for an exciting, lively and challenging postgraduate research community who have direct links with the research being carried out within the leading research teams within the Division.

Innovation and Operations Management consists of some 70 academic and research staff (including 15 professors). It is organised around two major subject groups:

- the Technology, Innovation, Entrepreneurship Management and Policy (TIEMPO) teaching group has a strong international reputation in the field of innovation and technology management and policy. Manchester's status as the world's largest and most productive group in the broad field of technology management and innovation studies has been confirmed by a recent independent study (Journal of Product Innovation Management, Vol 24).
- Decision Sciences and Operations Management (DSOM) is internationally recognised in its research in the fields of operations management, project management, information systems strategy and business integration, together with decision support and knowledge management.

Also located within Innovation and Operations Management are five research centres: Policy Research in Engineering, Science and Technology (PREST), the ESRC Centre for Research in Innovation and Competition (CRIC), the Centre for Research in the Management of Projects (CRMP), the Tyndall Centre North and the Decision Sciences and Support Research Centre.

Innovations and Operations Management currently offer the following Masters programmes:

- MSc Decision Sciences/Operational Research
- MSc Information Systems, Organisations and Management
- MSc Management of Science, Technology and Innovation
- MSc Operations Management

MSc Decision Sciences/Operational Research

This is a one-year, full-time programme. The aim of the programme is to equip students with the concepts, techniques and knowledge required to analyse problems and improve the decision-making processes in industry, business and the public sector. The programme recognises the integration between decision sciences, statistics and information technology in an increasingly data-rich society. Many employers recruit decision scientists and operational research analysts, and an MSc in the subject is generally accepted as highly desirable for developing an initial career in the field. In addition to preparing students for work, the course is also a valuable preparation for further study and for research degrees such as an MPhil and PhD.

The programme consists of four taught course units in each semester plus a summer project.

Programme structure

(all taught course units are 15 credits)

Semester 1

Students take two compulsory course units:

- Mathematical Modelling and Optimisation
- Statistical Decision Sciences and Forecasting*

*For students with a degree in mathematics, statistics or similar 'Data analysis I' might be substituted subject to agreement with the programme director.

AND two from the following course units:

- Supply Chain and Logistics Management I¹
- Quality Management: Concepts and Practice¹
- Data Analysis for Business Economics¹
- Data Mining^{1,3}
- Enterprise Systems Modelling^{1,3}
- Statistical Inference^{1,2,4}
- Linear and Generalized Models^{1,2,4}
- Computationally Intensive Statistics^{1,2,4}
- Time Series Analysis^{1,2,4}
- Data Analysis II^{1,2,4}

Semester 2

Students take two compulsory course units:

- Decision Sciences for Operations Management
- Decision Modelling and Decision Analysis

AND two from the following course units:

- Organisational Change¹
- Business Improvement Tools and Techniques¹
- Introduction to Project Management Systems¹
- Supply Chain and Logistics Management II¹
- Decision Support Systems¹
- Information Management¹
- Knowledge, Information and Data Management^{1,3}
- Knowledge Representation and Semantic Web^{1,3}
- Statistical Analysis of Designed Experiments^{1,2,4}
- Multivariate Statistical methods^{1,2,4}
- Survival Analysis^{1,2,4}
- Longitudinal Data Analysis^{1,2,4}
- Data Analysis II^{1,2,4}

¹ These course units are subject to availability and timetabling

² These course units are only available to students with a suitable background

³ These course units are offered by the School of Informatics - for summaries, see www.manchester.ac.uk/informatics

⁴ These course units are offered by the School of Mathematics - for summaries, see www.manchester.ac.uk/math



Summer research period

Research dissertation (60 credits)

You will undertake a piece of applied decision sciences work, usually looking at a real problem in an organisation. You will have a supervisor, who will discuss your choice of project with you and advise and guide you through the process. You will submit a consulting or business report for the host organisation plus an academic dissertation.

Entry requirements

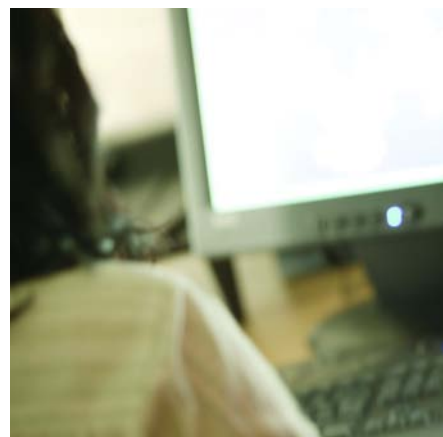
Normally an upper second class honours degree in a quantitative subject such as mathematics, statistics, physics, engineering, management science, or the overseas equivalent. Applicants from other disciplines who can show evidence of quantitative problem solving skills are encouraged to apply. Students whose first language is not English require IELTS 7.0, or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

The programme provides training for those who wish to take up specialist positions in areas such as business analysis, business modelling and operational research, and grounding for those who may wish to subsequently pursue a research and/or an academic career via a PhD in decision sciences.

Scholarships

The University of Manchester Loyalty Bursary scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.



Course unit summaries

Mathematical Modelling and Optimisation

This course unit covers mathematical modelling, including linear, nonlinear and dynamic programming and optimisation techniques.

Statistical Decision Sciences and Forecasting

This course unit covers statistical modelling techniques, with an emphasis on multivariate techniques and advanced forecasting approaches.

Decision Sciences for Operations Management

This course unit will focus on the use of quantitative modelling techniques from the fields of operational research and statistics in supporting decision-making in operations. Particular emphasis will be put on discrete event and system dynamics simulation modelling.

Decision Modelling and Decision Analysis

This course unit will cover principles of modelling, problem structuring methods, decision analysis techniques and spreadsheet modelling. Some of the coursework will serve as preparation for your project work.

Decision Support Systems

This course unit will help you to understand cognitive limitations in decision-making and explore behavioural models and normative theories of decision-making. It will provide you with an awareness of emerging trends in decision support technology and offer an appreciation of the benefits and limitations of using decision support systems. You will learn how to design decision support systems and processes and evaluate the appropriateness of different types of decision support systems.

See under MSc Operations Management in the brochure for descriptions of:

- Business Improvement Tools and Techniques
- Organisational Change
- Introduction to Project Management and Systems
- Quality Management: Concepts and Practice
- Supply Chain and Logistics Management I
- Supply Chain and Logistics Management II

Details of other Manchester Business School course units may be found on the School's website: www.mbs.ac.uk/programmes

For Masters course units currently available from the School of Mathematics, see www.manchester.ac.uk/math

For Masters course units currently available from the School of Informatics, see www.manchester.ac.uk/informatics

MSc Information Systems, Organisations and Management

The MSc Information Systems, Organisations and Management is a one year, full-time programme.

Look at the rise of Google, or the transformation of the financial services sector. Think about the big suppliers of software to business, or the impact of the Internet on personal leisure time, households and learning. Consider the broad social impact of new information technology. The study of information systems (IS) provides a fascinating route into all of these issues. The subject of IS continues to rise in prominence, nationally and internationally. This is because of the topicality and importance of its subject matter. Looking back at recent history, this importance can hardly be doubted. In the late 1990s, the excitement surrounding the rise of e-commerce and e-business had a negative impact on the global economy as the overheated stock markets crashed. Yet today, according to many analysts, retail spending on the Internet is ahead of projections made back then, and the social-impact of new technologies is only just becoming apparent. So, a new landscape confronts the business world. Different industrial sectors face very different challenges as the disruptive effects of new technology provide opportunity and threat across financial services, the entertainment industry, government, retail and other industries. These impacts convey both the excitement that can be generated by the potential application of IS and, crucially, the need for critical study and insight. The critical issues include: how information systems are related to organisational structures and effectiveness and how information systems are related to management practice and effectiveness.

The aim of the programme is to provide you with a systematic and critical understanding of core concepts of: information systems theory and practice, the relationship between organisational structures and information systems and the relationship between management and information systems. The programme will give you the knowledge and skills to appreciate the growing importance of interdisciplinary research in IS and management.

It will also foster your skills in analysis, argument, independent thinking and effective oral and written self-expression, and build transferable employment related skills, so that you can become life-long learners able to apply your knowledge and skills in a variety of contexts.

Programme structure

(all course units are worth 15 credits each)

Semester 1

- Information Systems Strategy and Knowledge Management
- IT Trends: Business Perspectives
- Application and Evaluation of IS
- Research Methods

Semester 2

- Globalisation and IS Society
- Researching IS and Dissertation Preparation

And two courses from approved course units listed in the course unit specification handbook. These choices include Decision Support Systems which is run especially for this programme and other modules from other programmes.

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research. You will have a supervisor, who will discuss your choice of research project with you and advise and guide you through the process. Some feature industrial placements. Recent dissertations have covered:

- Change management methods of a multinational consultancy company (based on a company placement)
- Business cases for customer relationship management (based on a company placement with a pharmaceutical multinational)
- The role of consultancy companies in selling technology solutions
- Innovation in the public sector (with government sector partners).

Entry requirements

Normally an upper second class honours degree, or the overseas equivalent, in the area of engineering, management or the social sciences. Students whose first language is not English require IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

IS Strategy and Knowledge Management

This course unit will help you to develop an understanding of key information systems strategy concepts, and contemporary developments in knowledge management.

IT Trends: Business Perspectives

This course unit will address the role and importance of IS in support of business, organisation and market strategies. It will provide an overview of current information technology (IT) components and trends and complement this with discussion and analysis of contemporary business developments such as global electronic marketplaces and virtual organisations. It will also seek to provide you with an awareness of the Internet and the World Wide Web as an information resource for business and academic research.

Application and Evaluation of IS

This course unit will help you to develop an understanding of the problems of measurement, valuation and evaluation within a variety of organisational settings.



Research Methods

This course unit aims to provide you with a generic understanding of issues relating to the conduct of academic research in the social sciences and management. More specifically it involves developing skills and expertise in the analysis of research theory and practice as well as the ability to work independently to develop and defend an intellectual position. The emphasis is on critical assessment of the various methodologies available to researchers in the social sciences, management and business studies.

Globalisation and the Information Society

This course unit aims to introduce you to the key dimensions of debates on globalisation; to provide an opportunity to critically evaluate the impact of information technology in society, looking at the modern phenomena of global firms and global business practices.

Researching IS and Dissertation Preparation

This course unit will help you to prepare to undertake your dissertation project. In particular, you will learn how to formulate a research proposal. The proposal will probably be the basis of your MSc dissertation.

Decision Support Systems

This course unit will help you to understand cognitive limitations in decision-making and explore behavioural models and normative theories of decision-making. It will provide you with an awareness of emerging trends in decision support technology and offer an appreciation of the benefits and limitations of using decision support systems. You will learn how to design decision support systems and processes and evaluate the appropriateness of different types of decision support systems.



MSc Management of Science, Technology and Innovation

(subject to approval)

The MSc Management of Science, Technology and Innovation programme may be taken on a full- or part-time basis. The subject of the degree is the understanding of how knowledge and technology is generated and transferred for the good of society and the economy.

The programme is a pioneering development of one of the longest-standing science and technology programmes of its kind in the world. Put simply, the course offers “research-led teaching” by world leaders in research in the field of science, technology and innovation management.

There is a strong focus on the formulation and analysis of policy towards science and technology and an exploration of innovation at the firm level in global business. Pathways within the degree allow you to study closely related research-led topics such as the information society and sustainability.

The aim of this top-rated, internationally-recognised programme is to produce well trained analysts of science, technology and innovation, familiar with economic, social, political and management theories and approaches, and able to apply their knowledge at both an organisational (firm) level and policy level. There is a strong emphasis on research training, development of personal communication skills, team-working, presentation, planning, and computing, which gives graduates an excellent basis to pursue careers in policy, management, consultancy, academic research and teaching.

You will join a community of postgraduate students drawn from a wide variety of science and social science backgrounds from around the world to learn through lectures, case studies, seminars and personal research projects. Candidates are likely to welcome working outside familiar discipline boundaries, want to read widely and learn about technology from different perspectives.

Teaching staff set the pace and standard of an MSc course. The programme is fortunate to be able to draw upon an outstanding team of world class researchers. Teaching staff on the programme are drawn from PREST, and from the wider subject group which includes members of the renowned Tyndall Centre for Climate Change Research at Manchester. Collectively they comprise some 45 staff members working at the forefront of the field. Teaching on the programme is highly rated, with a maximum 24/24 points awarded by the most recent QAA review of teaching quality, and takes place in new, state-of-the-art buildings with associated study areas.

Teaching draws on knowledge of real-world cases derived from policy advice to firms, governments and international organisations worldwide. Lecturers on the programme have wide expertise ranging from technology evaluation and foresight, through to areas of sustainable technologies, construction technologies, food industry technologies, nanotechnologies, the automobile and steel industries, mobile (3G) technologies, human reproductive technology, Information and Communication Technologies (ICTs), pharmaceuticals, aviation and defence, and particular strength in service sector innovation. This diversity means the programme is both suitable for those with either a social science background, looking for a more specialised aspect to their degree; or natural science background, aspiring to enhance their knowledge into a more applied field. The programme as a whole benefits considerably from the mixture of candidates’ backgrounds and diverse national origins.

Programme structure

The programme comprises core course units followed by a range of optional units offering specialisms in distinct areas of intellectual interest that cover both traditional areas of teaching strength and novel fields of study and draw upon research activity within the School.

Units are typically assessed by a combination of written work (essay or report) and presentation, or group project, or examination. You follow one of a number of specialisms that make up the programme. The remainder

of the programme is spent researching and writing a dissertation of up to 15,000 words, the choice of topic reflecting the specialism followed. The five specialisms currently envisaged are:

Science, Technology and Governance

Concentrates on social, political and regulatory dimensions of science, technology and innovation. Why do governments invest in research, and how do they deal with risks created by science and technology? Also considered is the social analysis of science and technology, including the functioning of scientific institutions and research, and the social shaping of technology. International governance of technology and regional issues are also covered in a way that is closely informed by recent policy advice.

Innovation and Technology Management

Concentrates on issues of knowledge, technology and innovation strategy and management. How do firms best use their technology and harness innovation in order to enhance competitive advantage? Innovation and technology management is an opportunity to investigate how firms make technological choices, and how they implement them, examining both management issues and associated policy issues. This specialism provides you with an appreciation of business and corporate strategy-making, and a clear picture of how technological innovation is planned and executed in order to contribute to company strategies.

Foresight and Futures

Explores the use (and usefulness) of foresight and futures methodologies as tools in policy-making and business strategy. How can decision makers incorporate a systematic approach to possible futures in their thinking? Who should be involved in such decision-making processes? Can we map the future of technologies?

Sustainability

Examines key issues which affect the global environment and discusses how choices

between competing technologies can be made in the light of their environmental impact. For example, which choices in power generation are likely to alleviate global warming and are new electricity systems viable? Do scenarios shed light on the necessary future direction of technology?

Science, Technology and the Information Society

Focuses on the impacts of the new technological revolutions in information technology and biotechnology and the transition to a so-called ‘knowledge-based economy’. What is the role of information technology in innovation? Is there innovation beyond the manufacturing sectors? What are the economic, social, political and cultural changes driving and arising from the development of new information and communications technologies?

Summer research period

Research dissertation (60 credits)

Students who successfully complete the taught part of the programme go on to produce a research-based dissertation under the guidance of a supervisor. During this period you will carry out an original piece of research. Your supervisor will discuss your choice of research project with you and guide you through the process. Regular group meetings are held so that students can share experiences during the dissertation phase. Recent dissertations topics convey the issues covered:

- The music industry, the Internet, and intellectual property rights
- The implications of software patents
- The science and policy of ozone depletion
- European co-operation with less developed countries in science and technology
- Communicating major corporate change: a case study of ICI and Unilever
- Impacts of defence R&D on the national economy
- Use of wind farms for sustainable energy
- Singapore’s national innovation systems
- Product design: how user needs are identified and taken into account in the design of technically advanced products
- Resistance to new technology: the significance of age recalcitrance.

Postgraduate Diploma

Exceptionally, candidates without the necessary qualifications for the MSc programme may apply for the nine-month postgraduate diploma, completing the taught portion of the programme. Diploma students achieving the desired standard in the course work and examination may be allowed to upgrade to the MSc programme.

Entry requirements

For the MSc, normally a minimum of an upper second class honours degree, or the overseas equivalent; for the Diploma course applications from exceptional candidates holding a good honours degree, or the overseas equivalent, may be considered. Graduates from science, engineering, social science and management disciplines are all accepted and welcome.

Students whose first language is not English require IELTS 7.0 or TOEFL 623 paper-based or 263 computer based. Students may be required to take a diagnostic English test or to complete a pre-sessional English course. UK-based applicants will be invited for interview.

Duration

For the MSc, 12 months full-time or 24 months part-time. For the Diploma, 9 months full-time or 21 months part-time.

Career opportunities

Successful graduates from the programme demonstrate a unique blend of specialist knowledge and a broad awareness of the socio-economic, managerial and political contexts in which science technology is developed and applied. They can also demonstrate a range of practical and transferable skills relating to written and oral communication, team-working, and time and project management. With such a mix of skills it is not surprising that graduates from the programme have gone on to a range of careers in technology-based firms, consultancies (several major consultancies in the field have been founded by our graduates), research organisations, governmental organisations, NGOs, academia (we boast past



or present directors or deans of business schools at a number of UK universities among our alumni, as well as a wide range of senior academics around the world) and the media, especially science, technology or business journalism. Other graduates have joined industry eg Unilever, British Telecom, HSBC, Bosch and Lenovo.

An increasing number of graduates are making their first destination an internship - paid or unpaid - with a policy organisation such as the UK Department of the Environment (DEFRA), the United Nations Industrial Development Organisation (UNIDO) and the European Commission. The teaching staff of the programme will use their extensive national and international links to facilitate such internships.

Scholarships

The University of Manchester Loyalty Bursary scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.



MSc Operations Management

The MSc Operations Management is a one year, full-time programme.

The programme equips you with the intellectual apparatus and practical skills necessary for the professional operations manager working in private or public sector organisations. It gives you training in research methods, including quantitative techniques and IT skills, which are required in both applied work in the 'real world' as well as university-based research. It also provides you with a strong foundation for any subsequent doctoral work within the area of operations management.

Programme structure

(all taught course units are 15 credits)

Semester 1

Students take the following compulsory course units:

- Operations Management
- Research Methods I
- Supply Chain and Logistics Management I
- Quality Management: Concepts and Practice

Semester 2

Students take the following compulsory course units:

- Organisational Change
- Research Methods II

and two optional course units from the following:

- Project Management and Systems Modelling
- Decision Sciences for Operations Management
- Business Improvement Tools, Techniques and Systems
- Supply Chain and Logistics Management II

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research. You will have a supervisor, who will discuss your choice of research project with you and advise and guide you through the process. Recent dissertations have covered:

- Globalisation, risk, ethics and global supply chains: an operations perspective
- The implementation, use and effectiveness of the balanced scorecard
- Identification of best practices for the supplier prequalification model for Siemens (UK)
- Production and control systems for small manufacturing enterprises
- Risks in international purchasing and a case study in the UK paper industry.

Entry requirements

Normally a minimum of an upper second class honours degree, or the overseas equivalent. Students whose first language is not English require a minimum of IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

The programme provides training for a research degree and general training for those who wish to take up specialist positions in operations management or those who wish to subsequently pursue a research and/or an academic career via a PhD in operations management.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

Research Methods I

The main aim of this course unit is to familiarise you with the theory of research methods and the various methodologies of data collection and statistical analysis.

Operations Management

This course unit provides an overview of the main issues of operations management and presents an integrative framework to cover issues that are not explicitly covered in other parts of the programme. It also provides a service operations perspective, in order to balance the manufacturing emphasis in other parts of the programme.

Supply Chain and Logistics Management I

This course unit gives you a strategic understanding of supply chain management, purchasing and logistics.

Organisational Change

This course unit gives you an understanding of: the main issues involved in organisational change; the main models of and approaches to change; the main issues involved in planning and implementing change and change from the perspective of the different parties involved.

Research Methods II

This course unit builds on the work carried out in the first semester concerning the theory of research methods by familiarising you with approaches and techniques that you may use in your dissertation.

Quality Management: Concepts and Practice

This course unit provides you with an understanding of the concepts and principles of Quality Management (QM). It examines the issues underlying QM and how it addresses the needs and objectives of a business.



Business Improvement Tools, Techniques and Systems

During this course unit you will study the systems, techniques and tools of quality management, and their use in both manufacturing- and service-related environments.

Supply Chain and Logistics Management II

This course unit will show you how to carry out basic analysis of operational problems in logistics and purchasing. It will show you how to understand and analyse options for the organisation and execution of purchasing and supply activities in different contexts and provide you with an understanding of the impact of globalisation, ethical and environmental policies on supply chains.

Decision Sciences for Operations Management

This course unit will introduce quantitative modelling techniques from the fields of operational research and statistics. The aim is to provide an insight into the scope, potential and limitations of these methodologies in supporting decision-making in operations. Particular emphasis will be put on simulation modelling in operations management.

Project Management and Systems Modelling

The aim of this course unit is to introduce you to: first, the capabilities of some of the fundamental tools and methods for modelling and supporting the management of project-based systems; second, to the main dimensions for characterising project-based systems, and how they determine the appropriateness and likely effectiveness of the different tools when applied in real-world project environments.

People, Management and Organisations MSc Human Resource Management and Industrial Relations 33 MSc Human Resource Management and Industrial Relations (International) 34 MBus Global Business Analysis 35 MSc Organisational Psychology 36 MSc Managerial Psychology 37 MSc Healthcare Management 38 Master of Public Administration (MPA) 39 MSc Chinese Business and Management 39

People, Management and Organisations

People, Management and Organisations brings together scholars spanning a range of key management disciplines and interests that inform the study of human behaviour and the management of organisations in both public and private sectors and in national and international contexts.

Within this group there is a critical mass of internationally-recognised scholars in the areas of comparative business and employment systems and in the treatment and well-being of employees (such as human resource management, occupational stress, employee representation and voice, gender and diversity, bullying). There is also strong research interest in health and public management and in critical management studies. This expertise is reflected in the quality of teaching provided at all levels, particularly at postgraduate and doctoral levels. Students on any of the programmes in this area can be assured of teaching that is based on the latest research, with academic rigour complemented by practical association with the work environment. Two of the postgraduate taught courses are accredited by professional bodies, namely the Chartered Institute of Personnel and Development (MSc Human Resource Management and Industrial Relations), and the British Psychological Society (MSc Organisational Psychology).

Organised around four subject groups, People, Management and Organisations comprises 48 academic teaching staff (including 14 professors) and a further 23 research staff.

Healthcare and Public Management – this teaching group has a strong national and international reputation in the field of health policy and management. It is located within the Centre for Public Policy and Management which provides postgraduate courses as well as executive education in public management. The Centre undertakes a wide range of research activities, many funded by government, particularly the Department of Health, and is increasingly working on policy and management issues which cut across sectoral boundaries and domains. It specialises in applied research, policy and programme evaluation, and executive and organisational development. The teaching team is multidisciplinary including policy analysts, health service researchers, medical sociologists and organisational psychologists. The content of

course units reflects the research interests of CPPM's leading academics including regulation and governance in healthcare systems, managing and developing the healthcare workforce, international comparisons in health policy and management, and public health. Its staff advise the National Audit Office on healthcare issues and several are non executive directors of Health Trusts. The Centre is a member of the Council of the Regulation of Healthcare Professionals and the European Health Management Association.

Human Resource Management, Employment Relations and Law – this group brings together scholars with international reputations in inter-organisational relations and employment; international HRM; employee involvement and participation; corporate governance; gender and organisational change, low pay; diffusion of HR practices within multi-national companies; comparative employment systems; comparative industrial relations; European employment policy; HRM in the NHS; HRM in China. Academics in this area include: a Fellow of the British Academy, an advisory member of the Sector Skills Development Agency; an advisor to the DTI on the impact of employment policies, an advisor to the Chartered Institute of Personnel and Development on their internationalisation strategy, and the co-ordinator of the European Commission's expert group on gender, social inclusion and employment.

Organisational Psychology – internationally renowned for research into occupational stress, health and well-being, managing diversity, women in management, entrepreneurship, gender and cognition, leadership, organisational change, mergers and acquisitions, emotional intelligence management, and selection and assessment. Current themes include: bullying and violence in the workplace; e-mentoring and e-coaching; and racial and gender diversity. Members of this group include: a Fellow of the British Psychological Society; a Fellow of the Royal Society of Arts; a consultant researcher for

the Council of Europe on diversity and equal opportunities; editors of several journals including one who has twice been awarded the leading editor award for excellence by the Literati Club; and chair of the British Academy of Management.

Organisation Studies – has 13 members and is of recognised international standing. Its staff are known for their work on comparative analysis of business systems, global/local changes to organisational forms and management practices, critical management studies, organisational theory, project management, leadership, consultancy, and change management. They also have expertise on management in India, China, and SE Asia, in Eastern Europe and the former Soviet Union, and both North and South America. Group members publish their award winning research in leading management journals, are members of several editorial boards. They have advised business, governments, NGOs, and international organisations like the UN on a number of occasions. The Organisation Studies group founded the Critical Management Studies conference, one of the largest management studies conferences in the UK.

There are two research centres located within People, Management and Organisations. The European Work and Employment Research Centre has developed an internationally recognised programme of comparative and interdisciplinary research funded by national and international agencies. This research involves collaborations by academics and research staff from a range of disciplines, including management, labour economics, sociology, geography and industrial relations. The Centre for Diversity and Work Psychology has an overriding aim to pursue new knowledge relating to successfully managing diversity initiatives in organisations. The Centre specialises in carrying out innovative research and practical applications with a special emphasis on the psychological issues related to attitudes and perceptions at the individual and organisational level.

MSc Human Resource Management and Industrial Relations

The MSc Human Resource Management and Industrial Relations is a one year, full-time programme.

Accredited by the Chartered Institute of Personnel and Development (CIPD), the programme is designed to:

- develop a critical appreciation of the theoretical foundations and empirical practice of HRM and IR
- expose you to a wide variety of organisational practices by use of teaching materials based on high quality contemporary research conducted by lecturers, as well as through your own research, for an individual dissertation
- enable you to develop practical skills in the subject area to equip you for a career in or for further study of the HR/IR field
- provide you with the opportunity to gain graduate membership of the CIPD (Chartered Institute of Personnel and Development) which is extremely advantageous in securing a career in HRM.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Employment Policy and Practice
- Human Resource Management Strategies
- Human Resource Management in Action
- Generic Research Methods

Semester 2

- Industrial Relations
- Employment Law
- Comparative International Employment Systems
- Research Methods for Organisations

There may also be an opportunity to study for one semester in an Exchange Institution (details can be found under the MSc International Business and Management programme). This will need to be discussed on an individual basis with the programme director.

Summer research period

Research dissertation (60 credits)

This is conducted on an HR/IR related topic with expert support from a personal supervisor, and usually involves research within one or more organisations. You will have a supervisor, who will help you to define the scope of the research and advise, guide and support you through the process. Dissertations have been conducted on topics such as:

- Analysis of “whistleblowing” legislation in UK and USA,
- Connecting corporate culture and internal marketing,
- Partnership in a trade union,
- Employee involvement in the NHS,
- Gender discrimination in the Cypriot public sector,
- European Information and Consultation Directive,
- Psychological contract of teachers,
- Expatriate reward strategies in three banks,
- Diffusion of HR practices in multinationals.

Programme recognition

Successful completion of the programme entitles students to Graduate Membership of the Chartered Institute of Personnel and Development (CIPD). Close links are maintained with local branches of the CIPD via guest speakers. The CIPD awards an annual programme prize for the best performance on the course. Students wishing to gain CIPD membership attend a series of skills workshops to enable them to develop practical HR skills.

Entry requirements

Normally a minimum of an upper second class honours degree, or the overseas equivalent. Students whose first language is not English require a minimum of IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

Graduates from the programme have gone on to a wide variety of careers and further study, mostly, but not exclusively, in related fields. These include HR consultancy at PwC, HR roles



at the United Nations, Nestlé, Tesco, L'Oréal, the NHS, Canon, Barclays, Grant Thornton Accountants, local government, Co-operative Insurance, employment law consultancy and lecturing/research.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

This may vary slightly from year to year but normally includes the following course units:

Human Resource Management Strategies

Focuses on links between HRM strategies and individual/organisational performance in a variety of organisational contexts and industrial sectors.

Human Resource Management in Action

Enables you to appraise core HRM processes critically including recruitment, pay, training, performance management and employee involvement.

Employment Policy and Practice

Focuses on organisational responses to economic, social and institutional change and the implications for the management of people.

Employment Law

Enables you to gain a sound understanding of the principles and application of the fundamentals of employment law. Includes exposure to employment tribunal procedures.

Comparative International Employment Systems

Enables you to appreciate the role of national and international contexts, economic regimes and legislation in influencing the diffusion and implementation of HRM practices. Attention is given particularly but not exclusively to Europe, the USA and Japan.



Industrial Relations

Provides sound understanding of theory concerning collective relationships between employees and employers and the role of union and non-union representation of employees through the examination of practical issues such as negotiations, collective action, disputes and grievances.

Generic Research Methods

This course introduces you to the philosophical aspects and general approaches of research methodology. It thus provides you with a theoretical framework for subsequent study of particular research methods and tools.

Research Methods for Organisations

This course shows you how to conduct research that is valid, reliable and ethically sensitive. The distinction is made between qualitative and quantitative methods, and practical skills in project management, data collection and analysis, including computer analysis packages, are also developed.

Additional workshops - CIPD skills

Professional HR experts act as facilitators for students to develop HR/IR skills in a series of workshops held during semester 1 and 2.

Please either view our website www.mbs.ac.uk for the up-to-date information on course content, or contact the Specialist Masters Office on pg@mbs.ac.uk.

MSc Human Resource Management and Industrial Relations (International)

The international pathway of the MSc Human Resource Management (HRM) and Industrial Relations provides unique access to the international and comparative research expertise of the HRM group at Manchester Business School, whilst building upon the strengths of an established MSc programme.

You will explore policies and practices used in the management of people at work in both international and UK settings drawing on the teaching and research interests that extend across the EU, the Americas and East Asia. The pathway will provide a theoretical foundation for the study of HRM and industrial relations as well as comparative approaches to the analysis of employment practices. We expect the international pathway to be attractive to both UK and non-UK students with an interest in international HRM and the international business environment.

You will take an additional course unit on International Human Resource Management, which normally covers issues such as employment practices in organisations operating outside a US/Anglo-Saxon and European context, staff management practices in multi-national enterprises and expatriation. You will also be expected to undertake an MSc dissertation with a focus on international aspects of HRM or industrial relations.

Programme structure

(all taught course units are 15 credits)

Semester 1

- Employment Policy and Practice
- Human Resource Management Strategies
- Human Resource Management in Action
- Generic Research Methods¹

¹ You may choose an alternative international option

Semester 2

- International Human Resource Management
- Comparative International Employment Systems
- Either Industrial Relations or Employment Law
- Research Methods for Organisations

For details of course summaries, see the MSc Human Resource Management and Industrial Relations programme on page 33.

The programme will provide additional training in relevant skills such as the use of relevant software packages, and the research techniques necessary for conducting independent research are also included.

Summer research period

Research dissertation (60 credits)

During this period you will carry out an original piece of research on an international HR/IR related topic. You will have a supervisor, who will help you to define the scope of the research and advise, guide and support you through the process.

Entry requirements

Normally a minimum of an upper second class honours degree, or the overseas equivalent. Students whose first language is not English require a minimum of IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

This was a new pathway for 2006 so there are no graduate destination statistics. However, as in the existing programme, we would expect graduates to go on to a variety of careers, mostly, but not exclusively, in HR related fields. The international dimension to the pathway will provide a strong basis for careers in organisations with a multinational focus and/or operations that are spread across more than one country.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

MBus Global Business Analysis

The MBus Global Business Analysis is a one year, full-time programme.

This programme is a unique interdisciplinary degree focusing on the latest thinking in comparative international management. Unlike other masters programmes that also focus on fields of international business studies, this course puts emphasis on the exploration of implications of divergent international arenas to multinational firms in a comparative manner. Furthermore, it provides students with the key skills of international business consulting (such as framing international business problems, writing business reports and preparing for interviews).

The programme is aimed at graduates with business and related degrees interested in pursuing a career in the area of business analysis and development, including business consulting, as well as candidates who seek a pathway to a research degree in the field of international management and comparative studies. Following completion of semester 2, you undertake a client-facing group project with an external client organisation (internship). This, although unpaid, provides you with the opportunity to apply your learning to real business problems, gain valuable experience of working with a reputed, real client and create networking opportunities.

Programme structure

The programme combines core (compulsory) units and a choice of other course units. The core units are built around the problems of international management, the operation of multinational enterprises, comparative business analysis and the skills necessary to work efficiently in a international business environment.

These modules include, for example:

- Managing Internationally in and across Business Systems (30 credits)
- Global Politics and Global Business (15 credits)

- Analysis of Business Structures (15 credits)
- Business Research Skills (15 credits)

The optional courses allow students to specialise in particular aspects of international management and business analysis (each worth 15 credits), such as:

- Technology Management and Business Strategy
- Global Human Resource Management
- Management of International Change
- Global Marketing
- Global Strategy
- International Trade and Capital Flows

Summer Period

Client-facing group project with an external organisation. This part of the course is closely related to the Manchester Method that enables students to experience experimental learning and helps you to become a reflective practitioner or manager.

During this period, you will have the opportunity to apply the knowledge and skills learnt during the first two semesters, enhance your skills while working with a major real life client and work as part of a team. The results of the projects will have to be presented in a project report in the format of a business report. You will also be required to write a reflective report on the skills learnt during this project.

Recent project reports include:

- UK executive compensation research
- China's impact on dry bulk shipping industry review and forecast
- A case study of United Utilities Plc.
- Impact of the financial sector FDI on the Nigerian banking system
- The role of electronic commerce in SMEs: the challenges SMEs face due to e-commerce
- How fast can fashion go without a heart? An analysis of fast fashion in the UK.

Client-facing projects have included top brand names such as Unilever; ICI; United Utilities and Asda among many others.



Entry requirements

Normally a minimum of an upper second class honours degree or the overseas equivalent, in any discipline. Students whose first language is not English require IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

International Trade and Capital Flows

The purpose of this course unit is to survey the basics of international trade and finance and to examine the effects of various international economic policies on domestic and world business relations.

Global Politics and Global Business

More formally, the course unit aims to examine exactly what is the connection between global politics and global business. It looks at some of the most important actors, institutions and processes and studies the political environment of business.

Managing Internationally in and across Business Systems

This unit is the cornerstone of the course running over two semesters. It aims to show you how firms and markets are organised differently across the world, to explain why these differences have developed and how they are likely to change, and to examine how firms from different business systems develop different strategies and competences. It will analyse the implications of these influences on the way in which multinational firms manage their subsidiaries, transfer knowledge and key assets and organise their workforce. It will also enable you to understand how and why different business environments encourage firms to behave in different ways, and manage accordingly.



Analysis of Business Structures

The course unit aims to introduce you to the main ideas involved in the economic analysis of business institutions. It focuses on the economics of organisational architecture. It also explores the relations between organisational strategy and organisational architecture. Some attention is paid to comparing economic approaches to organisational analysis with alternative approaches.

Business Research Skills

The client-facing project with an external business organisation is a major part of the programme and must be completed in a relatively short time. It is critical that you are well prepared for this challenge and that you proceed quickly along the right track. The course unit will prepare candidates to do just that. It will also provide you with a methodological framework of long lasting value through your career. The course will help you find and use primary and secondary literature, data or other material. It will show you how to carry out business interviews and surveys and the ways in which these can be analysed and presented in the most effective ways. The unit will also provide you with the skill of presenting your findings in a business report appropriate for a major business client or for your senior managers.

Global Marketing

The primary aim of this course unit is to enable you to understand the role of marketing in an international context. The course will consider marketing issues facing organisations operating across national boundaries and employs a number of analytical tools to analyse a variety of business situations. In so doing, the course unit aims to develop your understanding of management objectives and the marketing concept, enabling the use of international marketing terms and concepts appropriately in context.

Global Strategy

The focus of this course unit will be on understanding the main strategic issues that organisations face when they decide to go global. Specifically the course unit will focus on three interrelated areas: understanding global strategic analysis; formulation of a global strategy; and sources of competitive advantage in a given company.

Technology Management and Business Strategy

This course unit will consider the ways in which firms develop and implement technology strategy and manage their technological and innovative capabilities in support of business objectives. Through theoretical and empirical material and the analysis of a series of case studies, the module will familiarise you with the issues that arise in the formulation of company technology strategy, the management of technology and its integration with business strategy.

Global Human Resource Management

This course unit aims to develop an understanding of the international and comparative factors (such as national culture, legislation) that shape human resource management. It will provide insight into the role of corporate HR functions and their contribution to business strategy and build functional knowledge of the main developments in the management of expatriates and other forms of international manager, as organisations move towards global HR service provision, global knowledge management and international partnerships.

Management of International Change

The course unit aims to review current ideas and practices on the what, why and how of managing change in contemporary organisations and social systems in general. In particular, the course will examine issues and dilemmas facing those managing change.

MSc Organisational Psychology

The MSc Organisational Psychology is a one year, full-time programme.

This is an advanced programme for those wanting to learn more about the science of how people and groups behave at work. More specifically, the programme provides psychology graduates who are intending to become Chartered Occupational Psychologists with the theoretical knowledge and practical skills required by the Division of Occupational Psychology of the British Psychological Society (BPS), in the following eight required areas: training, organisational development, employee relations and motivation, design of environments/health and safety, human/machine interaction, counselling and personal development, performance appraisal and career development, and selection in organisations.

Programme structure

(all taught course units are 20 credits)

In order to satisfy professional body (BPS) requirements, you must take the following compulsory course units:

Semester 1

- Behavioural Change in Organisations
- Selection and Assessment in Organisations
- Research Methodology

Semester 2

- Organisations and People
- Individual and Work Environment

Training in relevant skills such as the use of relevant software packages and research techniques necessary for conducting independent research are included. The training required to reach BPS Level A and Intermediate Level B test accreditation is provided.

Summer research period

Research dissertation (80 credits)

During this period you will carry out an original piece of research. You will have a supervisor, who will discuss your choice of research project with you and advise and guide you through the process. Recent dissertations have covered:

- Job control and job stress in blue and white collar workers;
- Evaluation of a multidisciplinary team delivering a significant change programme;
- Barriers to career progression experienced by part-time employees
- Bullying in the workplace
- The impact of mergers on the psychological contract.

Programme recognition

The programme is accredited by The British Psychological Society (BPS).

Entry requirements

Normally a minimum of an upper second class honours degree, or the overseas equivalent. Graduate Basis of Registration (GBR) of the British Psychological Society (BPS) is required. Relevant work experience is considered desirable, but not essential. Students whose first language is not English require a minimum of IELTS 7.0 or TOEFL 623 paper-based or 263 computer-based.

Career opportunities

The majority of graduates pursue the practical experience required to become Chartered Occupational Psychologists. This is usually carried out within consultancy firms or within specialist sections of large organisations. Graduates are employed as internal consultants in large commercial and industrial organisations, in HR departments, in the Police, the NHS and as management consultants.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni.

For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

Course unit summaries

Individual and Work Environment

The course unit aims to provide you with a firm conceptual foundation in key theoretical perspectives on the relationship between the individual and their work environment, and to develop an understanding of their application.

Behavioural Change in Organisations

The aim of the course unit is to give you an understanding and awareness of the theory and practice of management and organisational development, to enable you to critically evaluate current concepts and techniques.

Organisations and People

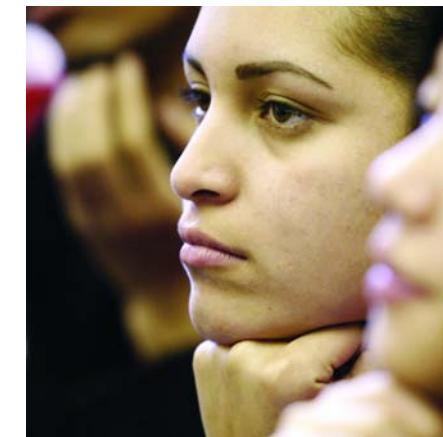
This course unit aims to examine a variety of contemporary issues concerning the relationships between people and the organisations in which they work. It is designed to provide up-to-date coverage of contemporary topics in organisational psychology such as diversity, workplace counselling, bullying, occupational stress, career development and attribution and staff appraisal.

Selection and Assessment in Organisations

The course unit aims to give you a sound conceptual understanding of the theoretical issues concerning the selection of personnel and practical skills in designing a selection system and in using psychometric tests. Successful completion of this course entitles you to the certificates of the British Psychological Society in Competence in Occupational Testing (level A and level B [intermediate])

Research Methodology

The purpose of this course unit is to introduce you to qualitative and quantitative research methods, in order to prepare you for your dissertation project.



MSc Managerial Psychology

This programme is a version of the MSc Organisational Psychology programme for those not seeking professional accreditation. It provides those with an appropriate background in social sciences/human resource management with the theoretical knowledge and practical skills used in organisational psychology.

Its programme structure and content are the same as for the MSc Organisational Psychology but students do not need to register with the British Psychological Society.



MSc Healthcare Management

The MSc Healthcare Management is a taught programme which can be taken as a one-year full-time programme or part-time over two years. The programme is delivered by a team internationally recognised for their expertise in health policy, leadership, workforce, the professions and change, governance, regulation, working across organisational boundaries and policy and programme evaluation. The programme offers you the opportunity to study at a world-class business school within the Centre for Public Policy and Management, which has over 50 years' experience in postgraduate teaching, research and consultancy in UK, European and international health systems.

The programme covers contemporary health policy, management and leadership in health care organisations with a unique emphasis on the personal and professional development of students on the programme through action learning, psychometric testing and personal tuition. Those students studying the programme to Masters level submit a dissertation based on research, policy analysis or a work-based project. All parts of the programme are supported by excellent library resources, which include on-line teaching and learning resources for each course unit.

Programme structure

The programme comprises a set of core course units followed by a selection from a range of optional course units which allows you to select options which reflect their personal development and career priorities in the three main areas – international healthcare systems, collaborative working between health and public sector organisations, and leadership and change. The course units and optional pathways include:

Personal and Organisational Development

This course is delivered through one day workshops and action learning sets. You will be offered personal development planning, psychometric testing and coaching (optional).

Contemporary Issues in Health Policy

This course introduces students to major contemporary issues and debates in health policy. You are introduced to the literature on the policy-making process, policy implementation and policy analysis and are encouraged to develop and apply analytical skills through the assessment process. The theory is brought to life with a range of national and international case studies in policy formulation, implementation and evaluation.

Management and Governance in Healthcare Organisations

This course unit introduces you to the main issues involved in managing the provision of health services. There is particular emphasis on governance, quality issues and service re-design and improvement. The course provides insights into management theory and practice which enable you to understand your working environment and develop your thinking to guide future decisions and actions.

Research Methods

This course provides an overview of the principles, practice, methods and systems of health services research and introduces the concepts and methods of critical appraisal and evidence-based decision-making.

Students may select any options of their choice or they may follow one of three structured pathways that make up this programme. The three pathways are:

International Healthcare Systems

This pathway explores different approaches to analysing healthcare systems around the world, considering the logic, the methods and the purpose of comparing healthcare systems. It also explores globalisation and development policy and health. It is designed particularly to meet the needs of overseas students with an interest in learning from different healthcare systems and applying their learning to their host organisations as well as supporting UK-based students to learn from international comparisons of healthcare systems.

Collaborative Working

The pathway concentrates upon collaborative working in the public sector and particularly in the relationships between healthcare organisations and other public sector organisations. It includes course units on collaborative working and public health and draws on policy, practice and research from the literature and through the application of UK and international case studies.

Change and Leadership

This pathway focuses upon change management and leadership within healthcare organisations and has two distinct but interrelated themes – change and leadership through people focusing on human resources and human resource management challenges in healthcare organisations and change and leadership through organisations, which focuses upon organisational behaviour, emphasising the “human side” of organisations, to increase the effectiveness of individuals, teams and organisations.

Entry requirements

Normally a good first degree or equivalent professional qualification, plus at least two years' management experience. Students whose first language is not English need a 7.0 or higher in the IELTS test or 623 (263 computer-based) in the TOEFL test.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on scholarships available, please refer to the fees and funding information on page 40.

Master of Public Administration (MPA)

The MPA is a flexible programme which may be studied on a full-time basis (one year) or part-time basis (up to two years).

This programme is aimed at those whose ambition is geared towards leading public service management and innovation. Study fellows will consider the latest international trends in governance, public policy, management and the role of public services in organisational and community capacity building for social and economic development. The programme is taught jointly by staff from Manchester Business School, the School of Environment and Development, and the School of Social Sciences. The cross-disciplinary research and teaching strengths will inform the course design and provide an intellectually rigorous, relevant and applied learning experience.

Programme structure

The programme consists of six core units and two optional units, which are delivered in the form of short, intensive workshops. The assessment comprises a range of assignments which focus on conceptual development and practical application to the workplace.

A special feature of the programme is the personal and organisational development unit which spans the duration of the programme. This unit will give students the opportunity to apply theoretical learning from the core and specialist units to the challenges of public management.

Compulsory course units

Typical compulsory course units include:

- Context for Public Management (15 credits)
- Fundamentals of Public Management (15 credits)
- Understanding Public Policy Making (15 credits)
- Practice of Public Management (15 credits)
- Personal and Organisational Development (30 credits)

Choose two optional course units:

(each worth 15 credits)

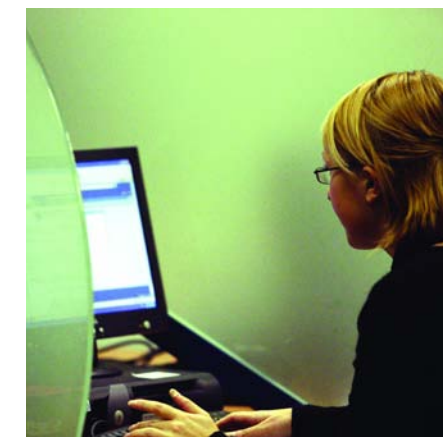
- Partnership, Intersectoral Working and Networks
- Public Involvement in Public Services: Users, Consumers and Citizens
- Performance Management and Improvement
- Governance and Ethics, Capacity Building
- Democracy: Theory and Practice

Summer Research Period

Research dissertation (60 credits)

Entry requirements

Normally an upper second class honours degree, or overseas equivalent, plus at least two years' relevant experience. For those without a first degree, we ask for evidence of previous advanced study, research or professional experience, plus at least two years' relevant experience. Students whose first language is not English will need a minimum of IELTS 7.0 or TOEFL 623 (263 computer-based).



Career opportunities

The MPA aims to prepare future leaders of public service with an understanding of public management in a cross-sectoral and modernising world. Lifting the policy gaze to compare regional, national, and international trends and critical issues in governance, public policy and management, you will be equipped to tackle the practical implications of policy implementation. Career opportunities in leadership, policy administration, management and research, are some of the prospects available in the exciting and diverse world of public and social-business organisations.

Scholarships

The University of Manchester Loyalty Bursary Scheme offers 20% reduced fees to alumni. For information on this scheme and other scholarships available, please refer to the fees and funding information on page 40.

For a brochure with further details on the MPA programme, please email the School on pg@mbs.ac.uk or call +44 (0)161 306 1339.

New for 2007

MSc Chinese Business and Management

For further details, view www.mbs.ac.uk/programmes

Fees and Funding

Fees and funding

For details of up-to-date specialist masters programme fees, please check the relevant programme on our website: www.mbs.ac.uk/programmes/specialist-masters

For details of funding please see the University of Manchester website: www.manchester.ac.uk/postgraduate/funding

The University of Manchester Loyalty Bursary Scheme

The scheme offers a discount to home and overseas, and full-time and part-time students who are graduates of The University of Manchester or UMIST. Eligible students are entitled to a reduction of 20% on any portion of the tuition fee that they pay from their own resources. There is no application procedure for this scheme – the 20% deduction is made automatically during the registration process.

ESRC Funding

Home students wishing to pursue an academic career are encouraged to apply to the ESRC for funding to support all their studies. For further information view the ESRC website: www.esrc.ac.uk

Manchester Business School Scholarships

A number of Manchester Business School scholarships will be available. Scholarships will be normally awarded based on academic merit. For further information view our website: www.mbs.ac.uk/programmes

British Council Funding

The British Council is the United Kingdom's international network for education, culture and development services. It has offices worldwide and offers advice about studying in the UK. It also offers scholarships to international full-time students under the British Chevening Scholarship Programme. Scholarships are usually decided in September and you should therefore contact the British Council office in your own country as early as possible about criteria and deadlines. Contact details for your nearest British Council office can be found on their website: www.britishcouncil.org

Career Development Loans

Career Development Loans (CDLs) are available through a partnership arrangement between the Department for Education and Skills (DfES) and three major banks: Barclays Bank, The Co-operative Bank and the Royal Bank of Scotland. UK residents and students from the EU or the European Economic Area (EEA) can apply for a CDL.

For further information contact: Freephone: 0800 585 505 between 8am and 10pm every day or tel +44 (0)1925 246 510, or visit: www.lifelonglearning.co.uk/cdl

US bank loans

For US citizens, international students and permanent residents who have a US citizen co-signer, please see the following website for loan information: www.salliemae.com

How to apply for our Specialist Masters Programmes

How to apply for our Specialist Masters Programmes

We are delighted that you are considering applying for one of Manchester Business School's postgraduate specialist masters programmes.

The information provided here is only a brief description of how to apply. It is important that you make sure that you meet the academic standard and admission requirements for the programme you are applying for. Please make sure that you view the most up-to-date admission information for each individual programme on the MBS website before applying: www.mbs.ac.uk/programmes

You need to submit a complete application to avoid any delay in gaining a decision.

Application Fee

Please note that the following programmes require a non-refundable application fee of £50 and your application will not be considered without this payment. Our other specialist masters programmes do not have an application fee.

- MSc Accounting and Finance
- MSc Finance
- MSc Finance and Economics
- MSc International Business and Management
- MSc Marketing

How to apply

Step 1

Pay the application fee if applicable. This can be paid using the secure online payment facility on the MBS website: www.mbs.ac.uk/programmes/online-payments/FeePaymentForm.aspx

Step 2

We will only accept the official University application form, either online (we strongly encourage you to use this method) or the paper version. Remember to keep a copy of your application for your records.

Applications may be submitted using the following options:

- You can apply online at: www.mbs.ac.uk/programmes/specialist-masters/index.aspx
- If you require a printed copy of our application form, please email: pg-admissions@manchester.ac.uk

Step 3

Submit your supporting documents directly to Manchester Business School at the address below. Please note that your application is not complete and will not be considered until we have received all your supporting documents.

Manchester Business School
Specialist Masters Admissions Office
Booth Street West
Manchester
M15 6PB
United Kingdom

Supporting Documents

1. Two academic references

Academic references are an important part of your application and we will not normally assess an application until they have been received. Your academic references should be submitted on the official University of Manchester reference forms. The official reference form can be downloaded from the MBS website: www.mbs.ac.uk/programmes/specialist-masters/index.aspx

If your referee wishes to provide a letter of reference, the reference must be on letterhead paper and attached to the official University of Manchester reference form. Your referee should sign the reference, attach a business card and return the reference in a sealed envelope signed across the envelope seal, either to you to submit with your application, or directly to Manchester Business School. We will not accept references that are not on letterhead paper.

2. Details of academic credentials

You need to submit an official degree transcript for every qualification awarded or currently being studied. We use your degree transcript(s) to assess your academic credentials. We cannot assess your application without your academic transcript(s). Your degree transcript(s) should list the name of every course you have taken, the marks/grades that you achieved for each course and your final or current overall average mark/grade. The transcript should also include an outline of the grading system used by your university. If

your transcript does not show the courses you are taking in your final year, please provide this information separately. This is especially important for the programmes that require a high level of previous study in related subjects. If your transcript and/or certificate are not in English, then you will need to attach an official certified English translation with the original document. You may submit photocopies, faxed copies, or scanned and emailed copies to support your application, however if you are offered a place, you must provide official original transcripts and certificates before your place on the programme will be confirmed.

3. Statement of Purpose

An interesting and well-written statement of purpose showing strong motivation for the programme you have chosen can influence the final decision. This should be concise and factual (no more than one page) and should concentrate on your academic credentials, what you will contribute to the programme, your interest in the subject and course you have chosen and your future career goals.

4. CV/Resumé

A CV/Resumé is required for the following courses: MSc Marketing, MSc Healthcare Management, Master of Public Administration and MSc Organisational or Managerial Psychology. This should be one page and outline your academic credentials, and your career experience, progress and responsibilities.

5. English language score report (if applicable)

You are required to submit a copy of your English language score report. You may submit a photocopy, faxed copy, or scanned and emailed copy to support your application, however if you are offered a place, you must arrange for an official score report to be submitted before your place on the programme will be confirmed.

English Language Requirements

If English is not your first language, you are required to take an English language test to prove your level of proficiency and submit this at the same time as your application. We accept the following tests and minimum scores. Please note that we do not accept English scores that are over two years old. We prefer candidates to take the IELTS test where possible.

1. IELTS: 7.0 with no individual element below 6.0
www.ielts.org
2. TOEFL Paper-based: 623
TOEFL Computer-based: 263
TOEFL Internet-based: 106-108
www.ets.org/toefl
3. Cambridge Proficiency Examination (CPE): Minimum grade C.
Please note Cambridge First Certificate is not accepted
www.cambridgeesol.org/exams/cpe.htm
4. English for Academic Purposes (EAP): Minimum grade 7.0

Notes:

1. If you are studying, or have studied and completed, a three-year Bachelor Honours degree or a Masters degree at a university within the United Kingdom, you are **not required** to take an English language test.
2. If you are studying, or have studied and completed, a top-up one-year or two-year Bachelor Honours degree at a university within the United Kingdom, you are **required** to take an English language test and meet our minimum requirements for entry.
3. If you are studying, or have studied and completed, a degree at a university where your studies are/were wholly taught in English, you are **not required** to take an English language test, except at the discretion of the Admissions Tutor, however proof that your university degree was taught in English **must** be provided.

General information

A swift survey of our files reveals what we already knew - that The University of Manchester is operating full on in virtually any area you care to mention.

The Virgin Alternative Guide to British Universities.

Postgraduate prospectus and University website

Please email pg-admissions@manchester.ac.uk or call +44 (0)161 275 4740 to order a copy of The University of Manchester's Postgraduate Prospectus, or visit our website: www.manchester.ac.uk.

The University website also offers further information on postgraduate programmes, research, helpful advice on student life, plus videos and profiles of current students.

Admissions and how to apply

The University welcomes applications from people from all backgrounds, and is fully committed to equality of opportunity. Before applying you should carefully read the relevant sections of this brochure and the Postgraduate Prospectus. If you would like advice about submitting an application or further information about the programme, please use the contact details at the beginning of this brochure.

For further details on how to apply, see pages 41-42

International students

We have around 3,000 postgraduate international students from more than 150 countries. A range of facilities and services are available to make your application and your move to Manchester go smoothly, including a welcome scheme and specialist advisers. More information is available from our International Office (+44 (0)161 275 2196).
www.manchester.ac.uk/international

Support and Student Services

We have a wealth of specialist support services. Whatever the issue - financial, personal, academic or administrative - the University's Student Services and the Students' Union has experienced and sympathetic people, support groups and advice centres to help you.

The Student Services Centre provides a single point of access where you can complete all your administrative transactions with the University. A team of advisers is also available to provide advice and information. Contact +44 (0)161 275 5000, ssc@manchester.ac.uk.

Students with additional support needs

The University welcomes applications from people with additional support needs. Contact the Admissions Officer of the School in which you are interested or the University Disability Support Office. (+44 (0)161 275 7019 / 275 7512) for guidance and information on the University's policy and provision.

Religion

There are two chaplaincy centres for the major Christian churches. St Peter's House provides Chaplains for the Anglican, Baptist, Methodist and United Reform Churches, while the Roman Catholic Chaplaincy is at Avila House. We also have facilities for Jewish worship, and Islamic Prayer Centre and student societies for many of the major religions.



Childcare

The University has two centres dedicated to the care of children between six months and five years. Places are available to all students at the University with children, although it is sometimes necessary to operate a waiting list due to the high demand for places. For more information call the Nursery Managers on +44 (0)161 272 7121 or +44 (0)161 200 4979.

Careers service

Manchester graduates are the most employable in the UK. More employers recruit on this campus than at any other university. Employers of all kinds are attracted to the University for its reputation, the large number of high calibre students available and the professionalism of the Careers Service, which is consistently voted the best in the country by a wide margin.

We recognise that the career needs of postgraduate students can be very different to undergraduates so we offer a tailored service, with consultants trained to deal with postgraduate issues. Our specialist recruitment and information fairs reflect the wide range of jobs our postgraduates enter and the careers website includes a comprehensive section just for postgraduates.

www.graduaterecareersonline.com

The University of Manchester has the largest number of places in university-owned accommodation in the UK, with more than 9,200 places in halls of residence.



Accommodation

The University of Manchester has the largest number of places in university-owned accommodation in the UK, with more than 9,200 places in halls of residence.

A place in University accommodation is guaranteed to all unaccompanied postgraduates from outside the European Union who have not studied in the UK before. You must however have submitted an application for accommodation by the 31 August (for accommodation from September) and have met all the conditions of your offer by then.

You can choose from a range of halls: from self-catering to those with meals provided, from a single study room with private bathroom facilities to a room in a shared flat with communal kitchen and living room. Hall accommodation suitable for couples and families - including double rooms and one, two or three bedroom self contained flats - is also available. There are single sex as well as mixed sex halls, and a number of halls are able to offer a high standard of specialised accommodation for disabled students. A number of residences are specifically for postgraduates and every effort is made to house postgraduates together. Most rooms have an internet connection, so it is possible to connect to the Internet and the University network.

Costs vary, depending on facilities, but some sample 2006-07 prices are:

- £56 per week for a single self-catering room with shared facilities;
- £86 per week for a single room with en-suite facilities;
- £90 per week for a single room in a hall of residence with meals provided.

Most student accommodation is located either on campus, in the neighbouring suburb of Victoria Park or a mile or so away in Fallowfield. These neighbourhoods are bustling with cafés and shops catering specifically for the student community.

Contact

Accommodation Office
The Shopping Centre
Oxford Road
Manchester
M13 9RS

tel +44 (0)161 275 2888
fax +44 (0)161 275 3213
www.manchester.ac.uk/accommodation

Private Accommodation

For guidance on renting private accommodation, students are advised to contact Manchester Student Homes, a joint accommodation bureau which coordinates the private sector accommodation available to students.

At the Shopping Centre Accommodation Bureau, property information is displayed on boards, and computer terminals are available to enable you to browse the online bureau.

Housing advisers are on hand to answer any questions and printed information with detailed advice on a wide range of topics is available.

Information on properties, housing advice and house lists are all available through the online bureau. This Internet bureau contains a property database where all vacant property information is held and a Students' Forum where students looking for others to share a house with can leave messages

www.manchesterstudenthomes.com

If you choose to study at The University of Manchester, you will be joining one of Britain's most forward-thinking universities with a rich heritage and an exciting agenda for the future.



The City

Manchester is a city of contrasts. A big cosmopolitan city with a compact friendly centre. A trendsetting music and style capital that still has a place for street markets and local pubs. A place with an illustrious past that's always at the cutting edge of what's new.

The University of Manchester is right at the heart of this exciting city - geographically, historically and culturally. The campus is just a short walk from the city centre and all its attractions and our own buildings and history are all integral to Manchester's unique character.

Manchester's famous redbrick Victorian architecture and industrial heritage sit side-by-side with stunning new developments. The Imperial War Museum North (the first British building designed by Daniel Libeskind), Urbis, the Bridgewater Hall, Manchester Art Gallery and The Lowry have all been extensively and rightly praised.

Manchester's pavement cafés and bars offer the perfect opportunity to take in this scenery. And you will be spoilt for choice for food - from restaurants featuring celebrity chefs, to the best kebabs in the UK. Rusholme's Curry Mile, a strip of neon-lit restaurants, has Europe's highest concentration of Asian eateries. There's also Greek, Italian and Armenian cuisine and the bustling Chinatown.

Manchester art doesn't just mean LS Lowry's matchstick men; although we've the collection of those at his namesake, The Lowry arts centre. The Whitworth Art Gallery, Cube and the Cornerhouse all mix contemporary shows with classics, while the Manchester Art Gallery hosts major new exhibitions alongside its much loved Pre-Raphaelite collection.

Classical music lovers have a wide choice including the Bridgewater Hall (where the Hallé and the BBC Philharmonic orchestra perform) and the Royal Northern College of Music. Opera buffs can catch Opera North at The Lowry. Theatre goers can find everything from highbrow to avant garde, via West End musicals, at one of the city's many theatres, including the Opera House, the Palace, the Royal Exchange, and the University's own Contact Theatre.

Lovers of a different type of music will find a thriving music, club and DJ scene. Manchester's reputation as the centre of all things interesting musically is well-deserved. The world-famous Hacienda may have long shut its doors, but its legacy - Joy Division, Happy Mondays, New Order - lives on and continues to produce such talent as Richard Ashcroft, Elbow and Badly Drawn Boy. Manchester has everything from small venues such as The Roadhouse and the Retro Bar, to the University's own Academy and the hangar-like Manchester Evening News Arena.

You can't talk about Manchester without mentioning sport. There's cricket at Lancashire's Old Trafford Ground, and rugby union at Sale Sharks. Probably the city's most famous exports are Manchester United. Their Theatre of Dreams is the largest club ground in Britain. Rivals Manchester City are based on the other side of town at the City of Manchester Stadium, which was originally built for the 2002 Commonwealth Games. The Games have left a legacy of world-class sporting facilities, including the Manchester Aquatics Centre, on the University campus.

You might be more attracted by Manchester's reputation as a shoppers' paradise. There's an enviable range of high street chains and designer stores. Recent developments have included the opening of Selfridges and Harvey Nichols in the heart of the city, but there are plenty of independent shops with a more hip feel in the Northern Quarter. And you're only a short bus ride away from the 280 shops of the Trafford Centre.

And if you get tired of city life, Manchester is right on the edge of a variety of places that are perfect for a day trip. The beautiful Peak District, North Wales and the Lake District are all an hour or two away, as are the picturesque historic towns of York, Chester and Buxton. The extremes of the coast also beckon, from the wild dunes and forests of Formby to the uniquely lively Blackpool.

How to find us

From Piccadilly Train Station

From Piccadilly Train Station catch service 147, or walk to Piccadilly Bus Station and catch one of the following services: 14, 16, 41, 42, 43, 43a, 44, 45a, 48, 111, 140, 142, 157, 250.

From Victoria Train Station

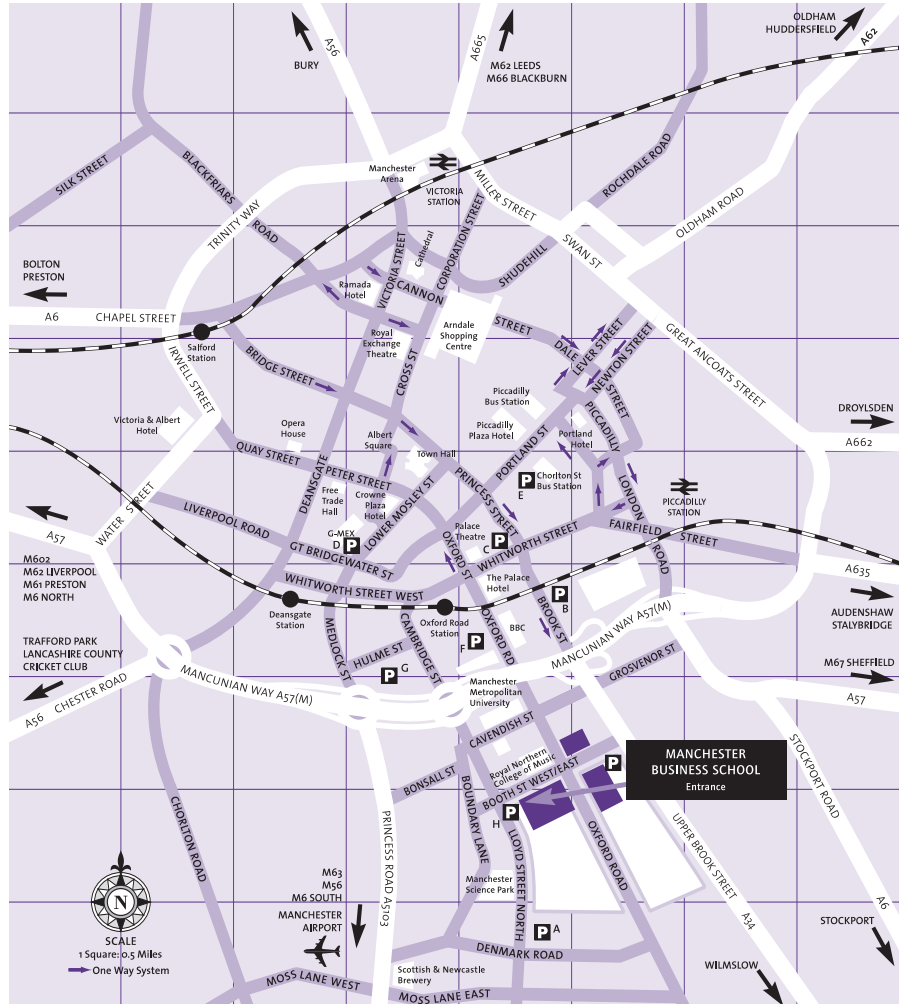
Either take the Metrolink tram, or walk to Piccadilly Gardens Bus Station (not the Rail Station) and follow the directions above.

Parking

Please note that parking near the School is available in several car parks on campus and in a new multi-storey car park.

Disclaimer

This brochure is prepared well in advance of the academic year to which it relates. Consequently, details of degree programmes may vary with staff changes. The University therefore reserves the right to make such alterations to programmes as are found to be necessary. If the University makes an offer of a place, it is essential that you are aware of the current terms on which the offer is based. If you are in any doubt, please feel free to ask for confirmation of the precise position for the year in question, before you accept the offer.



Contact details

address Manchester Business School
Booth Street West
Manchester
M15 6PB
United Kingdom

Specialist Masters Admissions Office

tel +44 (0)161 306 1339
fax +44 (0)161 275 7249
email pg@mbs.ac.uk
website www.mbs.ac.uk/programmes



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