



UNIVERSITY OF LONDON  
External System

150 YEARS OF INTERNATIONAL  
ACADEMIC EXCELLENCE AND INNOVATION

[www.londonexternal.ac.uk/mba](http://www.londonexternal.ac.uk/mba)



Postgraduate programmes  
by distance learning

MBA

MSc

Postgraduate Diploma

Postgraduate Certificate

in **International Management**

(AMBA accredited)

---

MSc

Postgraduate Diploma

in **International Business**

Accredited by  
**Association  
of MBAs**

2008

Academic direction by:



# Contents

The University of London and the External System	1
Take your career to the global market without leaving home	2
Academic direction: Royal Holloway	3
Why study these programmes?	4
Programmes in International Management	5
Programme structures: International Management	6
Programmes in International Business	8
Programme structures: International Business	9
Support for your studies	10
Flexible study: the method that works for you	11
Course outlines	12
Academic staff	18
Application and registration	22
Fees and contacts	24
Information for students with a disability and/or special needs	25

## Key points at a glance

- **Quality** AMBA-accredited MBA/MSc programmes in International Management, plus new programmes in International Business – all developed by highly qualified teaching staff within the School of Management at Royal Holloway, University of London.
- **Career progression** A range of qualifications that may help to assist a career change, achieve a salary increase, improve promotion prospects or simply broaden horizons and increase marketability.
- **Excellent service levels** Face-to-face plenary sessions (for programmes in International Management), an assigned tutor, careers guidance throughout your studies, study skills support, many assessed pieces of work, and group work via online tutor-assisted seminars.
- **Choice** Extensive range of topical, financial, business and legal options.
- **Flexibility** The programmes are designed to suit individual needs and fit in with your lifestyle and work. There are flexible admission points, payment, assessment and study periods.

Application deadline:	<b>31 January and 31 July</b>
Registration deadline:	<b>15 March and 15 October</b>
Examinations take place:	<b>October and May</b>
Plenary sessions (London and Hong Kong)	<b>June/July</b>

# The University of London and the External System

## A message from **Professor Jonathan Kydd** Dean, University of London External System

The University of London is proud of the historic and pioneering role it has played in extending university education to all. When the University established its External System in 1858, it broke new ground by becoming the first provider to offer degrees by distance learning.

Ranging from education to management, and law to philosophy, all programmes offered through the External System are developed by academics within the Colleges of the University. This ensures that our awards are recognised worldwide for their quality and value, and that our students benefit from the academic rigour and leading-edge research undertaken within the Colleges.

2008 will be a truly momentous year for us as we celebrate our 150th anniversary. Over the years we

have enabled tens of thousands of students to realise their career potential and enrich their lives. Many of our graduates have gone on to play high-profile roles on the world stage.

Now, 150 years on, the University of London External System continues to innovate and offers more than 100 academic qualifications, many of which are taught using the latest technologies. The global community of External students now numbers 41,000 across 180 countries worldwide, making it a unique network.

As a family of world-class institutions, the University of London has an outstanding reputation for academic distinction in teaching and research. Studying with us is one of the greatest investments you can make in yourself.

I look forward to welcoming you into our global community of students and wish you every success.



## University of London

The University of London is one of the leading universities in Europe. Its world-class federation of 19 Colleges and a number of smaller specialist Institutes provides an unrivalled range of education opportunities of outstanding breadth and quality.

The University of London is unique in its size and federal structure, embracing specialised colleges such as LSE, and multifaculty colleges such as UCL

(University College London) and King's College London.

In 1858 the University established the External System to offer flexible programmes for those who, due to financial, career or family commitments, could not come to London to study on campus.

The University maintains robust and effective quality assurance mechanisms for all of its qualifications. All Royal Holloway, University of London graduates, whether they studied on

campus or through the External System, are awarded a University of London degree. Equal standards are maintained because academics who teach and assess campus-based students also develop and write the study materials for External System programmes. They set the examination papers, mark the scripts and, for the programmes in International Management, provide academic support at the plenary sessions held in London and Hong Kong.

### Fact file:

- University of London degrees have been accessible to students worldwide through the External System since 1858.
- Studying at a distance allows you a high degree of flexibility. Generally you can study whenever, wherever and however you choose.

- Today we have over 41,000 students in over 180 countries studying for 100 different programmes.
- Examinations are held in centres in over 150 countries worldwide.
- We have an active global Alumni Association. As well as organizing events worldwide, the association has partnered with a number of companies to offer members a range of services and discounts.



# Take your career to the global market without leaving home

## Gain an AMBA-accredited MBA from a world-class university

If you're seeking success in your business management career, an accredited international MBA or MSc can help you achieve goals – from promotion, to a higher salary, or a whole new direction. You'll gain knowledge and skills that will set you apart, with a qualification from one of the world's most respected Universities.

The Royal Holloway MBA and MSc programmes in International Management are accredited by the Association of MBAs (AMBA). This seal of high quality places Royal Holloway in the leading group of British universities providing MBAs. It's your assurance of the high standards that you seek to maximise your career potential.

The world is fast becoming an international marketplace. And, just as companies must increasingly stand out from their competitors – whether next door or on the other side of the globe –

so too must individuals. An international MBA or MSc from the University of London will help you do just that, by giving you the skills that today's industry leaders demand. This rigorous academic programme has been designed to provide you with specialist knowledge of international business, enabling you to manage challenges faced by the private and public sector alike.

## Our new MSc in International Business

The new MSc in International Business programme has been developed for students who would find it difficult to attend the face-to-face plenary sessions and who are in need of a more compact programme of studies. Students will be able to complete the programme in one year and the content is very similar to that of the AMBA-accredited MSc in International Management. In addition, our MSc in International Business provides a firm foundation for postgraduate research and study and offers an excellent basis from which to

further careers in management. Please note that as the MSc in International Business does not involve face-to-face sessions, it is not an AMBA-accredited programme.

## Flexible study options

As an External student you can gain your qualification without interrupting your career. Studying at a distance means there's no need to uproot your family, or stop full-time work. The programme has been created specifically for this purpose, drawing on the University's 150 years' experience in providing distance learning. In short, this means total flexibility. You can choose when you start and finish, how you pay, which qualification you aim for, and where you take your exams from a choice of 150 countries worldwide. You'll enjoy expert support, including face-to-face plenary sessions for the MBA and MSc in International Management and, at completion, achieve the same internationally recognised qualification as College-based students at Royal Holloway.

A message from the **Programme Team**, Royal Holloway, University of London: Dr G Harindranath, Director, Distance Learning MBA and MSc; Chris Howorth, Director, External and Executive Programmes; Sameer Hosany, Deputy Director, Distance Learning MBA and MSc.

Welcome from Royal Holloway, University of London. You are about to embark on your next big challenge, the University of London International Management programme, developed by Royal Holloway, University of London. Our MBA and MSc have been accredited by AMBA, the Association of MBAs in the UK, putting us in an elite group of MBA providers. This important quality accreditation gives you the assurance that studying the programme will give

you the opportunity to achieve a qualification that is recognised worldwide. Indeed, an MBA from a world-class university, like the University of London, is a strategic investment in yourself.

At Royal Holloway, we are committed to excellence in both teaching and research and our programme fully reflects this ethos. It is a demanding programme designed to be both academically challenging as well as practical in

content. This should enable you to better appreciate the complexities and meet the challenges of the modern global economy. As you begin your studies as an External student, you will soon realise that our programme will challenge your work-life balance and will also require a high level of commitment. At the same time, we have a variety of proven support mechanisms available to help you through this process. We are sure that you will find our programme intellectually stimulating and rewarding, both personally and professionally. We encourage you to apply and look forward to welcoming you to Royal Holloway, University of London.

# Academic direction: Royal Holloway



Founded in 1886, Royal Holloway provides a unique blend of innovation and tradition – it is in the elite group of ten university institutions whose departments earned highest ratings for research. These results confirm Royal Holloway's position as one of the UK's leading research university institutions.

The School of Management is a leading research organisation in the field of international business and the in-depth understanding of this complex subject is reflected in the quality of teaching. The School of Management's MBA and MSc are accredited by AMBA, an indication and hallmark of quality.

The programmes in International Business and International Management are largely based on the School's

extensive experience running business and management development courses for leading international companies. Studying diverse organisations and practices in different countries, and at different times, is central to the School's educational methods and this comparative approach is particularly appropriate to the intellectual rigour required at postgraduate level.

The School boasts extensive multi-country research which places it amongst a global elite of truly international management-focused schools. Academics are currently undertaking research into business and management in practice in Argentina, Canada, Czech Republic, China, France, Germany, Greece, Holland, India, Ireland,

Malaysia, Japan, New Zealand, Switzerland, Turkey and the USA. These local field-studies are examining both indigenous business and foreign direct investment in these countries. Many members of the School are consultants to, or directors of, a range of international businesses. As a result, the teaching and study materials for the programmes draw on deep, grounded, and diverse international business knowledge which is not from an idealised model of US business which dominates teaching in many business schools. Furthermore, senior executives from major international companies regularly visit the School as guest lecturers.

# Why study these programmes?



These programmes respond to the emerging challenges of the global economy. They will equip you with the skills needed to achieve your full career potential. An extensive range of topical financial, business and legal options include new contemporary options such as sustainability management and corporate social responsibility.

The international nature of the global economy is reflected not only in the global perspectives that each programme provides but also in the perspectives of your fellow students on the programme.

*“I believe that both my organisation and I have already benefited as a result of the coursework I have started. It has given me new insights that have reshaped the way I think about the business I work for and what we need to do to succeed. Within this context, my studies have paid for themselves!”*

**Christopher Malnyk**  
Current MBA student, Canada.

Specifically, these programmes will provide you with:

- A systematic understanding of knowledge relating to problems of management in different contexts
- Conceptual tools for analysing and evaluating complex problems in management in the private or public sector
- A critical awareness of current qualitative and quantitative research methodologies relevant to the subject area under investigation
- A learning environment where you will use your own organisational experience to engage with (and challenge) the theoretical and case material presented by the programme team
- A framework within which students can work on new intellectual and management problems together, exchanging their own ideas based upon their previous experience
- Structured opportunities for you to develop and test your own hypotheses in relation to issues in management.

The MBA in International Management was established in 1995 and many graduates from across the world have gained the prestigious award of an MBA from the University of London. Building on your own experience in business and management, the MBA will develop your analytical and intellectual abilities. The intensive period of study will not only give you the passport to an MBA, but also equip you with the necessary skills to meet whatever challenges lie ahead in your career.

Building on the success of the MBA, MSc programmes in International Management and International Business will provide a thorough grounding in the key aspects of business and management. Though slightly less intensive than the MBA, both MSc programmes are nonetheless challenging. You will study a range of core subjects, giving you a strong foundation in the principles and techniques of management. You will also be able to select from a wide range of elective courses, allowing you to explore your interests and develop your expertise.

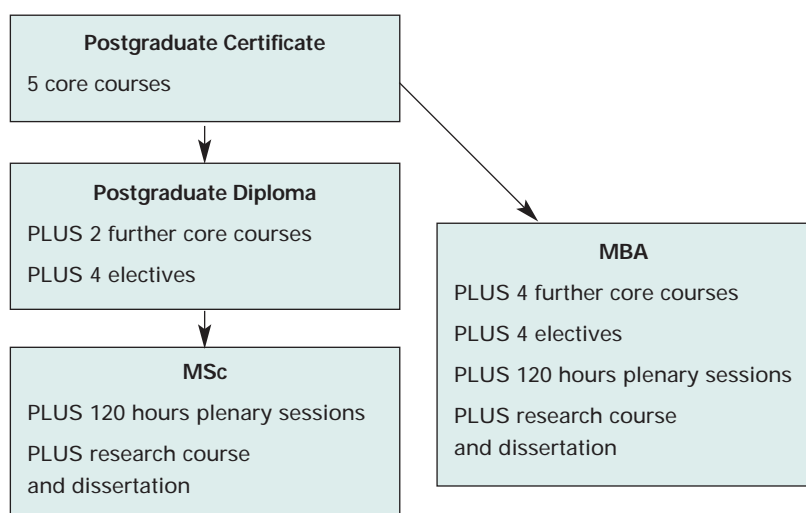
# Programmes in International Management

Royal Holloway have developed four International Management programmes; the MBA, MSc, Postgraduate Diploma and Postgraduate Certificate. These self-study programmes have extensive study materials (print and web-based), written and edited especially for distance learners.

You decide the level at which you wish to study and can choose to follow the progressive routes outlined below. The flexibility this offers enables you to plan your studies around your work and home commitments.

	Study period	Cost	Description
Postgraduate Certificate	6 months–5 years	£2,655	5 core courses
Postgraduate Diploma	1–5 years	£5,205	7 core courses; 4 electives
MSc	2–5 years	£7,705	7 core courses; 4 electives; 120 hours plenary sessions (2 weeks); research course and dissertation
MBA	2–5 years	£9,615	9 core courses; 4 electives; 120 hours plenary sessions (2 weeks); research course and dissertation
Short courses		£560 per course	You may take up to three Short courses as an External student (with the exception of 'Philosophy of management', the research course, dissertation and the plenary sessions). An ideal option if you are keen to update your professional knowledge or would like to sample the programme.

## Your progression through the awards



## Rules of progression

**Postgraduate Certificate** – once passed, you may progress to the MBA (if you have gained 3+ years relevant work experience prior to registering for the Postgraduate Certificate) or to the Postgraduate Diploma or MSc.

**Postgraduate Diploma** – once passed, you may progress to the MSc **only**.

**MSc** – if you exit having passed five core courses you will obtain a Postgraduate Certificate; if you exit having passed seven core plus four electives you will obtain a Postgraduate Diploma.

**MBA** – if you fail to complete the programme you **will not** be awarded a Postgraduate Certificate or Diploma.

# Programme structures: International Management

## MBA and Postgraduate Certificate (MBA route)

**MBA** students must complete the 9 core courses, 4 electives, 120 hours plenary sessions (2 weeks), and a compulsory research course and dissertation.

### MBA

#### 9 core courses:

- International accounting and finance
- International business economics
- Information systems
- International human resource management
- Leadership and organisations
- Philosophy of management
- International operations management
- International marketing
- International strategy

#### Electives (choose 4):

- International sustainability management
- China and the international economy
- Advertising and promotional communication
- Cooperative strategy
- International business analysis
- Corporate social responsibility
- Management of Japanese multinationals
- Multinational enterprise and the global economy
- Investment management
- Corporate finance
- Knowledge management
- International business law
- Global financial markets
- International entrepreneurship

#### Research course (Business research methods)

#### Plenary session (Group project plenary)

#### Research project (Dissertation)

**Please note:** not all elective courses will necessarily be offered each year.

**Postgraduate Certificate** students must complete 5 core courses to complete the certificate. To progress onto the MBA they must complete a further 4 core courses, 4 electives, 120 hours plenary sessions (2 weeks), and a compulsory research course and dissertation.

## Postgraduate Certificate (MBA route)

#### 5 core courses:

- International accounting and finance
- International human resource management and organisational behaviour
- Information systems and operations management
- International marketing
- International strategy

Exit here and receive the Postgraduate Certificate, or, if you have gained 3+ years relevant work experience prior to registering for the Postgraduate Certificate, proceed directly on to the MBA

#### 4 further core courses:

- International business economics
- Advanced international human resource management and organisational behaviour
- Advanced information systems and operations management
- Philosophy of management

#### Important note:

The Postgraduate Certificate in International Management forms a common core for progression to the different International Management and International Business awards offered via Royal Holloway, University of London (please see pages 8-9 for programmes in International Business). If you are still unsure whether you should follow the International Management or the International Business route at this stage, the Postgraduate Certificate in International Management would be the ideal starting point for your studies.

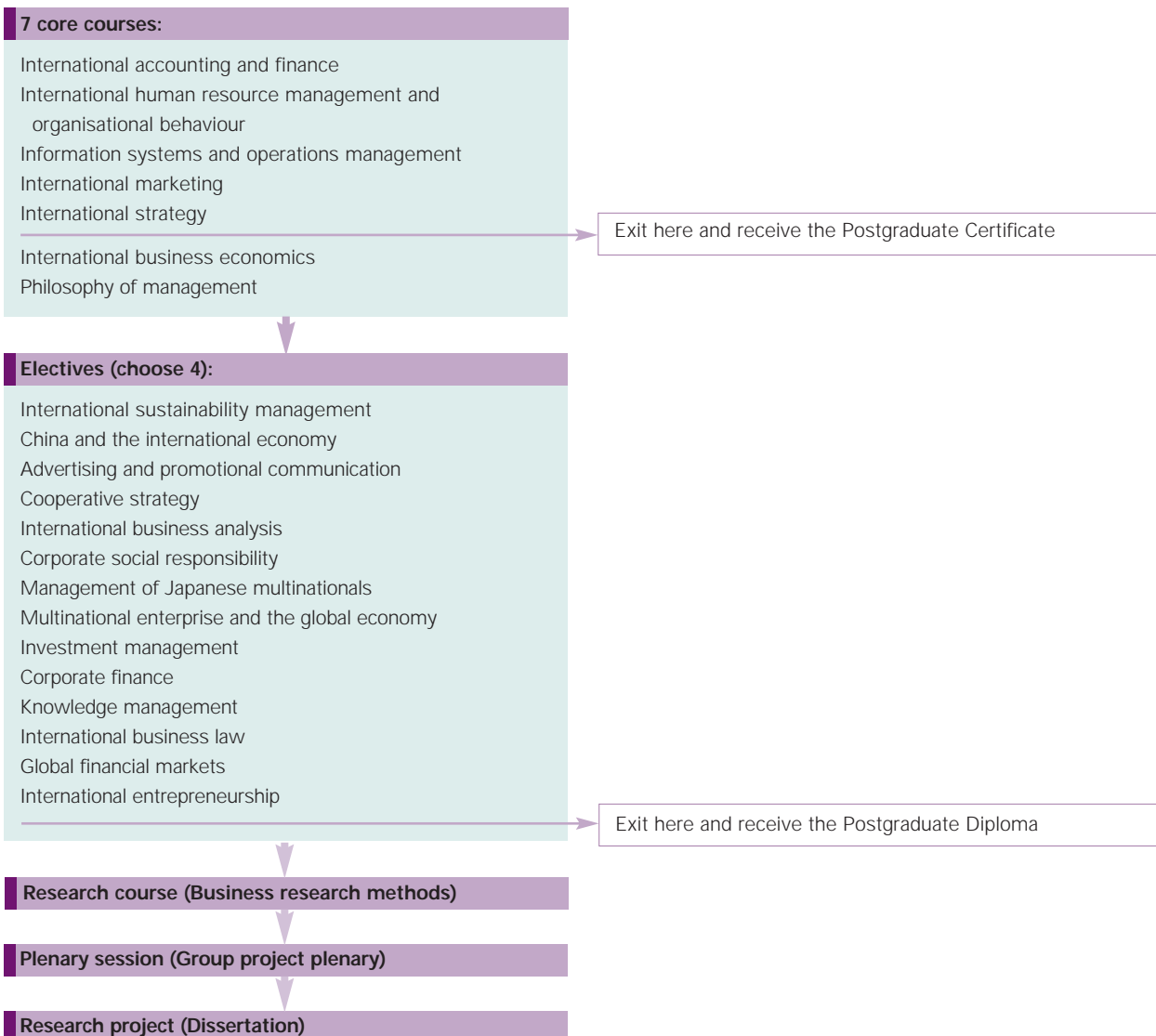
I started looking for an internationally reputable university which offered flexible learning. Of the available options none matched the University of London. Both in terms of its flexibility, and the opportunity to apply my studies directly to my work, I could not have chosen a better programme. "

Evans Nyaga Njambere  
MBA graduate, Kenya

## MSc and Postgraduate Diploma (MSc route)

**MSc** students must complete 7 core courses, 4 electives, 120 hours plenary sessions and a compulsory research course and dissertation.

**Postgraduate Diploma** students must complete 7 core courses and 4 electives.



**Please note:** not all elective courses will necessarily be offered each year.

**\* New for 2008\***

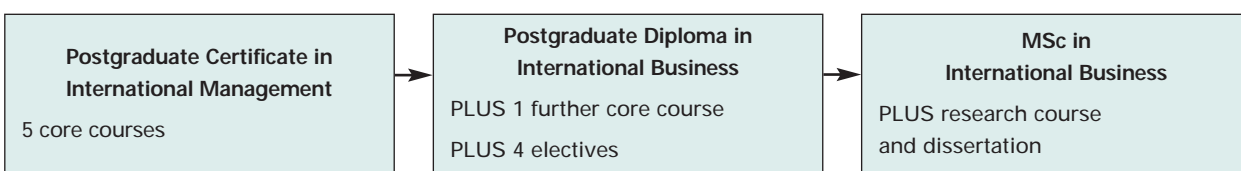
# Programmes in International Business

Royal Holloway has developed two NEW International Business programmes: the MSc and Postgraduate Diploma. These self-study programmes have extensive new study materials (print and web-based), written and edited especially for distance learners. You decide the level you wish to study at and can

choose to follow the progressive routes outlined below. The flexibility this offers enables you to plan your studies around your work and home commitments. Please note that as the MSc in International Business does not involve face-to-face sessions, it is not an AMBA-accredited programme.

	Study period	Cost	Description
Postgraduate Diploma	1-5 years	£4,780	6 core courses; 4 electives
MSc	1-5 years	£6,430	6 core courses; 4 electives; research course and dissertation
Short courses		£560 per course	You may take up to three Short courses as an External student (with the exception of 'Philosophy of management', the research course, dissertation and the plenary sessions). An ideal option if you are keen to update your professional knowledge or would like to sample the programme.

## Your progression through the awards



### Rules of progression

**Postgraduate Certificate in International Management** – once passed, you may progress to the Postgraduate Diploma or MSc in International Business.

**Postgraduate Diploma** – once passed, you may progress to the MSc **only**.

**MSc** – if you exit having passed five core courses you will obtain a Postgraduate Certificate; if you exit having passed seven core plus four electives you will obtain a Postgraduate Diploma.

### Important note:

The Postgraduate Certificate in International Management forms a common core for progression to the different International Management and International Business awards offered via Royal Holloway, University of London (please see pages 6-7 for programmes in International Management). If you are still unsure whether you should follow the International Management or the International Business route at this stage, the Postgraduate Certificate in International Management would be the ideal starting point for your studies.

# Programme structures: International Business

## MSc and Postgraduate Diploma

**MSc** students must complete 6 core courses, 4 electives, and a compulsory research course and dissertation.

**Postgraduate Diploma** students must complete 6 core courses and 4 electives.



**Please note:** not all elective courses will necessarily be offered each year.

# Support for your studies



World Wide Learning Community:  
[www.wvlc.rhul.ac.uk](http://www.wvlc.rhul.ac.uk)

You need to be committed to study by distance learning. Our students are self-motivated, hard working and experts at managing their time. But there are many ways in which we offer support, both academically and on a more personal level.

## Academic support

The programme is designed specifically for self-study and you can expect guidance in a number of areas:

- **Tutor-marked assignments**  
Your assignments will be marked by tutors at Royal Holloway, as part of each course assessment. This is an opportunity to receive invaluable feedback and to measure your progress throughout the course.
- **Dissertation**  
For the MBA/MSc in International Management and MSc in International Business you will be assigned an individual supervisor to help you when writing up your special project.
- **Face-to-face plenary sessions** for the MBA/MSc in International Management will be held by Royal Holloway academics and will take place once a year in London and Hong Kong (see page 17).
- **University of London Online Library**  
Our extensive Online Library offers access to a range of learning and information resources, including

'Business Source Premier' and 'International Bibliography of the Social Sciences (IBSS)'.  
Please go to [www.londonexternal.ac.uk/directory](http://www.londonexternal.ac.uk/directory)

- **Regional study support** Several local institutions offer support to students.

## World Wide Learning Community

An integral part of the programme, Royal Holloway's online student facility, the WWLC, offers a variety of resources to support the learning experience.

You will be given access to the WWLC when you register. The WWLC will allow you to:

- access your course materials
- take part in discussions with your tutor and other students
- receive notices, seminar dates, project support and other programme-related information
- ask questions regarding the administration of the programme
- seek help for technical problems that you encounter.

## Study resources

We will give you a full range of study resources when you first register. These will either be printed or you'll be directed to the WWLC website.

- **Handbook** This covers everything from planning your studies to preparing for exams.
- **Assignments booklet** This outlines the assignments that require submission for tutor marking.
- **Regulations**

And for each course you study you will also receive:

- **A study guide**, written by subject specialists, including the core content of the course and case studies

- **Core textbooks**
- **Past examination papers** and Examiners' reports if available.

You can buy study materials for new courses at any time of year by paying the appropriate course fee.

## Careers support

The School of Management, Royal Holloway is now offering a careers service for students studying by distance learning. This will be based on advice from MBA recruiters offering an international network of careers advice which will include:

- Targeted online careers seminars
- Individual career coaching for students, including CV sessions and self-improvement diaries.

## IT requirements

To study these courses you will need to have a computer with access to the Internet. The minimum specification is a 133Mhz, Pentium PC (266 Mhz recommended) or equivalent running Windows 98 or later, with 32Mb RAM and a screen resolution 800x600 colour or higher with a CD-ROM Drive and Sound Card and Speakers (or G3 Macs and later running at least Mac OS 7.0). The computer should have at least 1Gb of free hard disk space. You will also need the following software:

- Internet Explorer version 6 or above, JavaScript and cookie enabled (Mac users will need the latest version of Internet Explorer)
- Adobe Acrobat Reader 5 or above
- QuickTime 6.0 or above
- Flash plug in
- Anti-virus software
- A word processor and spreadsheet (MS Word 98 and MS Excel 98 or above recommended).

# Flexible study: the method that works for you



There are many reasons to consider distance learning. Your job may involve extensive travel or long and irregular hours, making you unable to commit to regular classes and study times. Perhaps you'd rather avoid the expense of relocating to London as a full-time student.

Whatever your reasons, these programmes have been designed with you in mind. It is entirely flexible, allowing you to plan your studies to fit in with your home and work commitments. Examinations are offered twice a year in over 150 centres worldwide, so you can sit them locally, whenever you're ready.

## Flexible admissions

You can apply to join these programmes at any time of year.

## Flexible study period

For the MBA and MSc in International Management a minimum of two years is usually required to complete the programme and we allow up to five years in total. So, you can study at your own pace and when you can make time. For the MSc in International Business a minimum of one year is required to complete the

programme and we allow up to five years in total.

Postgraduate Diploma students are also given up to five years to qualify, with a minimum of one year's registration.

Postgraduate Certificate students have between six months and five years to complete the programme.

## Flexible pace

It is difficult to give a precise figure on the number of hours you'll need to study, as individuals vary. It will certainly depend on how quickly you wish to qualify. As a rough guide, you should allow around 100 hours per course.

## Flexible payment

We don't expect you to pay in full as soon as you start your first course, unless you'd like to. Generally, students choose the pay-as-you-go option, spreading the cost by paying for each new course in turn. But it really is up to you.

## Flexible assessment

Examinations are offered twice a year, in May and October, and are held in examination centres both in the UK and worldwide.

All core and elective courses (except 'Philosophy of management' and your research course and dissertation) are assessed by one unseen three-hour written examination and a written assignment. The final mark for each course is based on both papers, with 80% of the mark based on your exam results.

Your dissertation will consist of a 12,000-word report, excluding bibliographies, appendices and the project statement or summary.

The plenary group work required on the AMBA-accredited MBA and MSc International Management programmes, will be assessed by two group presentations and one group report.

## Flexible support

With each course, you will be assigned a tutor whose support is just an email away, whether you need academic advice or guidance on study skills. You'll also be part of a worldwide community of students who, like you, are managing a demanding schedule of work, study and family life. The online forum and seminars provide a vital link to these fellow students and an opportunity to discuss the issues involved.

# Course outlines

## Core courses

### Philosophy of management

This course provides you with an understanding of how the philosophy of management underlies all other MBA/MSc courses taught on the programme. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy.

It will enable you to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business, and to understand how and why the thinking of some of the key Western philosophical thinkers are relevant to management.

Assessment: This course is not formally assessed. You will, however, be required to complete an online test via the World Wide Learning Community (WWLC). Feedback on this test will be provided through online seminars. The feedback does not contribute to your final award.

### International accounting and finance

This course gives a fundamental understanding of accounting and finance techniques and practices. It will also provide an awareness of the impact of contexts – different countries, industries, markets, and regulatory regimes – on accounting and finance. It will enable you to focus on the analytical usefulness of accounting and finance data, but in a manner which emphasises the importance of a wider business understanding for such analysis and the limitations as well as the strengths of the data.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International human resource management

This course introduces you to the key concepts and policies underlying international human resource management (HRM) in organisations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalise and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The course examines knowledge work and more mobility within labour markets as firms internationalise and globalise their operations.

This course will also examine the impact of labour markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalising economy. Furthermore, the course explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### Leadership and organisations

This course will enable you to develop an advanced understanding of the processes of leadership – its scope and limitations - in different social and organizational contexts. It draws on your own experiences as leaders and followers to enable you to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management.

The course will give an understanding of the relationship between leadership, management and administration; transactional and transforming leadership, leadership and the management of culture and meaning and dysfunctional forms of leadership. It will also explore organizational politics, business ethics, morality and sustainability as well as the management of diversity and difference.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International operations management

The course will introduce you to some of the main topics in the important field of operations management – the activities which produce the goods and/or deliver the services required by customers. These activities are at the core of any organisation and typically involve the management of the vast majority of its assets, employees and expenditure. The success of any organisation depends on its ability to manage its operations efficiently – to make the best use of its resources, and effectively – to satisfy its customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The consequences are felt not merely in operations but throughout the whole organisation. These decisions usually involve significant sums of money and affect the competitive position of the organisation for many years. This course will consider the strategic impact of these issues as the organisations engaged in international operations.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).



### Information systems

This course examines key information systems (IS) issues faced by organisations in today's global business environment. Starting with the use of information systems for attaining competitive advantage, the course will address organisational and managerial concerns in the development, implementation and effective management of information systems. Particular emphasis will be placed on using a variety of case studies to make explicit the problems involved in the management of technological change in organisations as well as the impact of information systems on organisational culture and context.

Through the course you should be able to develop a critical understanding of the strategic issues in IS and ways in which organisations might strengthen their competitive position through the use of such systems. It will also address the concept of an IS strategy, the most common approaches to IS development, implementation and evaluation, the opportunities and challenges posed by outsourcing of IS as well as the critical success factors involved in developing and implementing electronic business strategies.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International business economics

This course introduces you to the economics of business enterprise through a strategic framework that incorporates both traditional and modern approaches to the firm. Combining real-world examples with economic methodology, it will explore decision-making within a competitive context and will enable you to demonstrate an understanding of economic analysis and reasoning relevant within a business context.

Using the theory of the firm, the course will display an appreciation of the economic underpinnings of business strategy. It will also evaluate how various models of competitive analysis can be used to assess strategic behaviour. You will learn how to formulate and respond to different competitive scenarios at the firm level and apply presentation and analytical skills to develop argument and evidence to support evaluation.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International strategy

This course provides you with an understanding of how Corporate and Business Strategy fits into the organisation and running of a company or multi-company corporation. It will introduce you to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally.

It will enable you to evaluate the factors that need to be considered in analysing a firm's external environment as well as the internal core competences of a firm. You will learn how to formulate strategy for a firm and will understand the nature of corporate and international strategy.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International marketing

This course aims to develop an advanced understanding of the managerial marketing vocabulary of concepts, maxims and normative models within an international context drawing on issues in differing domains of practice including the public sector. The baseline for the module is the influential US normative tradition of applied marketing principles. Alongside this, the course encourages a critical engagement from students supported by reference to traditions of marketing scholarship which seek not to advance organisational effectiveness

but to study the evolution, production and communication of marketing thought itself.

Students successfully completing this module will understand the historical development of marketing from its roots in classical economics in the USA, to the normative tradition promoted by academic consultants such as Drucker, Levitt and Kotler. Students would furthermore demonstrate an understanding of popular normative marketing concepts such as the Mix and STP through application in practical case scenarios, learn to appreciate the scope of marketing activity in diverse sectors including non-profit and develop an awareness of some of the work that critiques the practical and theoretical assumptions of the managerial marketing tradition and which explores the idea of marketing as an intellectual domain.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### International human resource management and organisational behaviour *and*

### Advanced international human resource management and organisational behaviour

For the MSc programmes in International Management and International Business, the subject matter of the two modules in International human resource management and Leadership and behaviour in organisations are combined in order to create standard and advanced elements of this integrated material. The first module (International human resource management and organisational behaviour) covers the key principles and analytical frameworks of these subjects while the advanced module (Advanced international human resource management and



organisational behaviour) goes further in extending the reach of this combined subject matter.

We have brought these two subjects together in order to give a comprehensive account of the nature of work within the modern corporation. In these modules we have chosen what we see as the key dimensions of managing people at work, namely: selecting and recruiting staff from external and internal labour markets, rewarding and motivating them, fitting them into an organisational structure and culture, and seeing how they cope with organisational change, much of it driven by the internationalisation of business in the modern world. Overall, we have utilised what could be called a macro, sociological or organisational approach to the subject of people at work.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Operations management and information systems and**

#### **Advanced operations management and information systems**

For the MSc programmes in International Management and International Business, the subject matter of the two modules in Operations management and Information systems are combined in order to create standard and advanced elements of this integrated material. The first module (Operations management and information systems) covers the key principles and analytical frameworks of these subjects while the advanced module (Advanced operations management and information systems) goes further in extending the reach of this combined subject matter.

These modules will facilitate the study of topics in the important field of operations management – the activities which produce the goods and/or deliver the

services required by customers. In today's globalised economy, more and more organisations operate internationally, increasing the complexity and importance of operations management decision-making. The modules will also cover the topical field of information systems and will address the important organisational and managerial concerns in the development, implementation and effective management of information systems.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

## **Electives**

### **International sustainability management**

This course provides you with an understanding of how Corporate Social Responsibility (CSR) fits into a programme of Sustainable Development for an organisation. The aim is to introduce you to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. You will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption.

You will also learn to understand the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value. It will enable you to evaluate the factors that need to be considered by politicians in encouraging the adoption of CSR, the factors that need to be considered by corporate strategists in developing a business and corporate strategy including CSR and to evaluate the economic and cultural factors involved in the adoption of CSR by firms.

It identifies the implications for a firm in terms of risk and competitiveness of the adoption of a CSR agenda when other

firms in its markets may not have done so, and enables you to understand the implications of CSR for capital markets as well as the implications of implementing and embedding CSR in a corporation.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **China and the international economy**

This course will explore China's role in the integration of the Asia Pacific region, and the nature of diplomatic and economic relations. It will specifically analyse the role of Foreign Direct Investment (FDI) and overseas and Asian Multinational Enterprises (MNEs) in China, and assess the causes of economic growth and reform in China, and the nature of business organisation and management. The role of entrepreneurship and the growth of Chinese corporations and their global strategies will be discussed. The impact of the financial crisis of 1997 and the implications of China's accession to the World Trade Organization on Chinese business will be explored. Attention will also be paid to the role of the state, personal connections, and the Communist Party. You will learn about the practical realities of business and management in China, and the relationship between indigenous practice and international influences.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Advertising and promotional communication**

This course will provide you with an advanced strategic perspective on contemporary marketing communication management within an international context. It will develop an integrated approach within a strategic and international marketing communication perspective, and offer a theoretically and

“Throughout my professional life I have worked for companies and organisations with an international focus. While building on my professional experience, this degree has provided me with the skills to take on even more challenging tasks in the future.”

**Sabine Schuerholz-Lehr**  
MBA graduate, Canada.

practically robust basis for further postgraduate study/research and/or careers in marketing and advertising. The course will draw on the research-based expertise in the marketing group in advertising and promotional communication within the School of Management.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Cooperative strategy**

Many companies today engage in cooperative strategies. A cooperative strategy is an attempt by a firm to realize its objectives through cooperation with other firms, in alliances, rather than in competition with them. This course focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them. It will examine how a cooperative strategy can offer significant advantages for companies that are lacking particular competencies or resources to secure these through links to others possessing complementary skills or assets; this course will also examine how cooperative strategy may also offer easier access to new markets, and opportunities for mutual synergy and learning.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **International business analysis**

This course analyses corporate management by examining two interconnected themes: (a) literature and debates, and (b) the macro and meso background. The first theme presents a form of business analysis that draws on three sources. First, it outlines relevant management/strategy literatures. Second, it introduces political economy debates, which help us to understand the changing structural context around firms and industry. Third, it demonstrates

how market, financial and productive analysis can be used to develop empirically based stories about strategies and their outcomes. The second theme contains two features: first, economic/product market context; second, use of business analysis methods to allow case study work.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Corporate social responsibility**

This course will provide you with more in-depth knowledge of CSR issues in the business world. The aim is to introduce you to the tensions and trade-offs involved in the adoption of CSR by a firm in a competitive economy. You will also learn to understand the role of central, regional and local government in providing a facilitating framework for CSR and encouraging its adoption.

It will provide you with an understanding of the problems involved in implementing a CSR programme and the culture change necessary to achieve a successful CSR firm strategy for companies previously concerned only with shareholder value.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Management of Japanese multinationals**

This course analyses the business strategies, organization and operations of leading Japanese multinational companies, by reviewing and comparing case-studies. The course will develop insight into the approaches and methods of leading Japanese executives, and the practical realities of multinational management. It will consider the influence of national and organizational cultures on the operations of multinationals, and analyze the organizational capabilities of Japanese multinationals in relation to their competitors. You will be able to evaluate relevant literature and theory on the

multinational enterprise and Japanese business with contemporary practice, and to utilize research skills in the investigation of individual Japanese multinationals. A key feature of this course is the opportunity to confer with leading business executives and officials, and extend your personal skills and experiences.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Multinational enterprise and the global economy**

This course will provide an overview of the development and current position and role of Multinational Enterprises (MNEs) as key agents on the international economic stage. Attention is placed on the growth and development of MNEs, the emergence of a 'global' economy, trends in Foreign Direct Investment (FDI) and more strategic issues such as the foreign market entry decision, co-operative structures and strategies and ethical concerns. Therefore, the course attempts to interrogate the importance of MNEs as key agents of integration across the international economy. The course also addresses the implications of 'globalization' for the organization and operation of multinational firms.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Investment management**

The course will provide you with a comprehensive overview of portfolio management in theory and practice. It will develop an understanding of the pricing of bonds, equities and derivatives and their risk/return characteristics and evaluate the relative merits of active and passive management from both a domestic and international perspective. Recent changes in international fund management and their implications will

also be examined. The main valuation models for bonds and equities will be critically analysed, and the problems of international investment strategy and the relative merits of different approaches will be examined in detail. The current state of financial markets will be analysed with a view to devising a relevant portfolio strategy.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Corporate finance**

This course will provide an overview of corporate finance in both a domestic and an international setting. It will explain the valuation of real investments and their financing as well as the dividend decision. By developing an understanding of international capital markets, the course will identify the main trends in mergers and acquisition activity. You will be able to apply the main principles of financial theory to contemporary commercial problems and understand the problems of investment appraisal and the relative merits of different approaches. This will enable them also to evaluate the consequences of a proposed takeover or merger, and to analyse the current state of financial markets.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Knowledge management**

This course will develop your knowledge and understanding of contemporary theories and practices of knowledge management (KM) by examining the theoretical understanding of knowledge management to real-life situations and by integrating different dimensions of knowledge management arising from human resource management, information systems and strategic management. The course will explain the concept of 'intellectual capital' and how it is managed and exploited in

organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness. You will be able to apply a range of transferable skills including literature search, analytical skills, application of theory to real-life situations, teamwork, motivation and interpersonal skills.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **International business law**

This course provides an understanding of the essential elements of international business law. It will focus on the main issues relating to Contract Law, Commercial Law, Business Regulation, Employment Law, Company Law, Commercial Arbitration Law (theory and practice) and Business Ethics (theory and practice). It is intended to give you a comprehensive and coherent appreciation of the main legal aspects of the subject as well as exploring ethical issues within the international business context. The course will give a grounding in the legal issues of international business, and provide an understanding of the national and international legal practice relating to international business law.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **Global financial markets**

Global financial markets is concerned with the nature of the capital securities which are traded on the international money and capital markets and with the operation of those markets themselves. Over the last 20 years there has been an explosion in the variety of securities and tradable assets, fuelled by deregulation and paralleled by an equally explosive growth in the technical and academic development of the discipline of finance. This

development came about because of a number of important theoretical advances: the development of the theory of risk, the formal development of the concept of arbitrage and, of equal importance, the development of sophisticated information processing systems.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

### **International entrepreneurship**

This course will provide you with the intellectual and practical background to equip would-be entrepreneurs with the skills and knowledge to set up their own international companies successfully.

You will gain an understanding of the key differences between large companies and SMEs and learn to appreciate the role of start-up and entrepreneurial activity in the hi-tech and Bio-pharma sectors. It will also provide you with an understanding of the financing options available to start-up and developing companies.

Assessment: by one three-hour unseen written paper (80%) and a 3,000 word written assignment (20%).

## **The research course and dissertation**

### **Business research methods**

This is an innovative course designed as a step-by-step guide on how to write your dissertation. It is based on many years of experience of helping students to successfully complete a research project. Unlike all other courses in the MBA and MSc, there is no examination, but the course is assessed through the submission of a 12,000 word dissertation.

## Course outline

*Starting your dissertation:* developing and choosing a research topic; routes to pursue a research issue; how soon should I write?; designing your research project – research purpose, research strategy; unit of analysis; time dimension; study setting.

*Progress of your report:* typical route; road blocks to making progress on your project; when to stop writing; the 65 per cent rule; limits and objectives of the literature review; structuring your literature review; falsification theory and the structure of a literature review.

*Theory building:* how do we think?; scientific understanding and method; deduction and induction; lateral thinking; fuzzy thinking; theory building; variables; hypotheses; what are theories for?; do theories have to make sense?; simplification; structure of a theory chapter.

*Methodology:* components and structure of a methodology chapter; methodology diary; common methodological problems; qualitative versus quantitative research; qualitative data collection; six characteristics of qualitative data collection; methods for collecting qualitative data; methods for collecting quantitative data; complementarity of qualitative and quantitative research; sampling and survey design; advantages of sampling; representativeness and randomness; reliability and validity; populations and sampling frames; sampling designs.

*Coping with data:* statistics are beautiful; the power of statistics; six common statistical fallacies; when is data information?; introduction to statistical techniques; data analysis; decision framework for data analysis; statistical tools for data analysis; use of SPSS.

*Concluding chapters:* bringing data back to theory; how not to write a conclusion; common problems of style; basic rules of writing; the expectations of examiners.

## Dissertation

The dissertation is an excellent opportunity to analyse a business or management issue in depth as an independent research project. The dissertation could be carried out in conjunction with a 'blue chip' business or you could use your experience and knowledge to study a topic of relevance to your own professional or national background. You will be assigned a supervisor who will be able to offer advice and suggestions about your chosen field of inquiry, your methods and analysis. The supervisor will also provide support and encouragement to assist you in completing this challenging and final component of the MBA course.

### Face-to-face plenary session (MBA/MSc International Management only)

The face-to-face plenary sessions are held by Royal Holloway academics and will take place once a year in London (at Royal Holloway, University of London) and Hong Kong (at Hong Kong University, SPACE) as follows:

#### Plenary sessions in London:

The plenary sessions offered at Royal Holloway, University of London, consists of two x one-week sessions. Week one consists of master classes for all the core modules; week two consists of career- and personal development sessions and includes two days of focusing on the consultancy/case study group project.

#### Plenary sessions in Hong Kong:

The plenary sessions offered at HKU, SPACE, consist of a number of weekend master classes offered by Royal Holloway academics, which will constitute the majority of the AMBA requirement of 120 hours of face-to-face tuition. A further weekend session will be offered by Royal Holloway staff focusing on personal development and the consultancy/case study group project.

## Plenary group work

The group work forms an important part of the MBA and MSc in International Management schedule and experience. The group project comprises two group presentations and one written group report. The presentations and report focus on relevant management issues, functions, and organisational outcomes. The group work draws on practical application of theory gained from the study of the core subjects on the MBA and MSc.

### The course aims:

1. To assist you in understanding the linkages between the various core management functions – Accounting and finance, Human resources management, Organizational behaviour, Strategy, Operations management, Information systems, and marketing.
2. To provide a forum in which to discuss the practical elements of leadership and group working.
3. To provide an environment in which distance learning students can experience the networking aspects so important in an MBA and MSc programme. The project material is case study based, with each group being given a case study on which to base their presentations and report. The first part of the project focuses on literature review and problem identification, and the second part focuses on case study analysis and interpretation. In both portions of the project you are expected to gather further information from library and web sources, evaluate this information and use it to inform their approach to the case study assigned. There is also a strong emphasis on group dynamics.

Assessment: Group work is a compulsory part of the MBA and MSc course. The Group work will be assessed by two group presentations and one group report.

# Academic staff

## An introduction to our academic staff and their most recent research achievements:

The School of Management is a medium-sized management school, with coherent values based on researching business enterprises and management practices within comparative, international and national contexts, and more particularly using historical, socio-economic institutional frameworks. The School includes two College Research Centres – the Centre for Research in Sustainability (CRIS) and the Centre for Public Sector Organisations (CPSO). They help connect school research to the concerns of policy makers and practitioners in the private, not-for-profit and public sectors. There is overlapping membership of research groups, reflecting the School's ethos of inter-disciplinary research.

## School and Programme Directors

### Head of the School of Management

#### Professor Ewan Ferlie

MA (Oxon), MSc (Oxon), PhD (Kent)

#### Professor in Public Sector Management

E. Ferlie, P. Hyde and L. Mckee (Eds) *Organising and Reorganising in Health Care* (Basingstoke: Macmillan Palgrave), under preparation for publication in early 2008.

Ormrod, S., Ferlie, E., Warren, F. and Norton, K. (2007) 'The Appropriation of New Organisational Forms in Networks of Practice – Founder Power and Founder Related Ideological Power', *Human Relations*, in press.

Addicott, R., McGivern, G. and Ferlie, E. 'The Distortion of a Managerial Technique? The Case of Clinical Networks in UK Health Care', *British Journal of Management*, in press (2007).

### Deputy Head of the School of Management

#### Professor Brendan McSweeney, B Comm (NUI), PhD (London), FRSA Professor of Management

McSweeney, B. (2005) 'Representing; Influencing; Predicting: Diverse Perspectives on Accounting Aspirations' in C. Clubb (Ed.) *Blackwell Encyclopedia of Accounting* (2nd ed). Oxford: Blackwell.

McSweeney, B. (2002) 'Hofstede's identification of national cultural differences and their consequences: a triumph of faith – a failure of analysis' *Human Relations*, 55(1). [Top downloaded paper from *Human Relations* in 2002, 2003, 2004, 2005, 2006]

*Remaking Management: Between Global and Local*, B. McSweeney with C. Smith and R. Fitzgerald (eds.), Cambridge University Press (forthcoming)

### Director of External and Executive programmes

#### Chris Howorth

BA, MSc (London)

#### Lecturer in Organisational Strategy

Howorth C, Mueller, F and Harvey C (2004) 'Can the public sector learn? The importation of 'patient-focussed care' within a NHS hospital trust'. In: Dent, M; Chandler, J and Barry, J (eds) *Questioning the New Public Management*. Aldershot: Ashgate

Dent M, Howorth C, Mueller F and Preushoft C (2004) 'Archetype Transition in the German Health Service? The Attempted Modernization of Hospitals in a North German State', *Public administration* 82 (3): Forthcoming

Mueller F, Sillince J, Harvey C and Howorth C (2004) 'Discourses, Rhetorical Strategies and Arguments: Conversations in an NHS Trust Hospital Board', *Organizational Studies* 25(1): 85-104.

### Director of MBA and MSc programmes for External students

#### Dr G. Harindranath

BA (Madras), MA (Jawaharlal Nehru), PhD (London)

#### Senior Lecturer in Management Information Systems

'Revisiting the role of ICT in development', (2007) *Proceedings of the 9th International Conference on Social Implications of Computers in Developing Countries*, São Paulo, Brazil (with M.K. Sein).

'Public sector ICT management strategy and its impact on e-government: A case study', (2006) *Proceedings of the 14th European Conference on Information Systems*, IT University of Gothenburg; Gothenburg, Sweden (with Bob Stea).

'Regulation as a barrier to electronic commerce in Europe: The case of the European fund management industry', (2004) *European Journal of Information Systems* (with J. Fisher), 13(4), pp260-272.

### Deputy Director of MBA and MSc programmes for External students

#### Dr Sameer Hosany

BSc (Hons), MSc (Surrey), PhD (Surrey)

#### Lecturer in Marketing

Hosany, S and Ekinci, Y and Uysal, M (2007) 'Destination Image and Destination Personality'. *International Journal of Culture, Tourism and Hospitality Research*, 1 (1). pp. 62-81.

Niniinen, O., Hosany, S., Ekinci, Y. & Airey, D., 'Building a Place Brand: The Case Study of Surrey Hills', *Tourism Analysis*, forthcoming 2007.

Hosany, S., Ekinci, Y. & Uysal, M. (2006), 'Destination Image and Destination Personality: An Application of Branding Theories to Tourism Places', *Journal of Business Research*, vol.59. no.5, pp. 638-642.

Ekinci, Yuksel and Hosany, Sameer (2006) 'Destination Personality: An Application of Brand Personality to Tourism Destinations'. *Journal of Travel Research*, 45 (2), pp. 127-139. <http://eprints.rhul.ac.uk/archive/00000533> / Winner of the Charles R. Goeldner Article of Excellence Award for the most significant work published in the *Journal of Travel Research* during 2006.

## Other academic staff

### Rajeswary Brown

BA, MA, PhD (London)

Reader in Asia Pacific Business

*The Rise of the Corporate Economy in South East Asia*. London, Routledge  
Curzon, (2006) 'Capitalism and Islam: Arab Business Groups and Capital Flows in South East Asia', in Chris Smith, Brendan McSweeney, and R. Fitzgerald (ed.), *Global Management Practice*, Cambridge University Press (forthcoming 2007)

'State Entrepreneurship in Singapore: Prospects for Regional Economic Power?' in Youssef Cassis and Ioanna Peplasis Minoglou (eds), *Country Studies in Entrepreneurship: A Historical Perspective*, London, Palgrave Macmillan, 2006, pp. 149-198

### Isabella Chaney

BBS (Hons), MBS MCIM, PhD (London)

Lecturer in Marketing

'Own Label Wines in the UK', *International Journal of Wine Marketing*, 2004, 16/3, pp 5-13.

'The Effect of Billboards Within the Gaming Environment', *Journal of Interactive Advertising*, 2004, 5/1.

'Promoting Wine by Country', *International Journal of Wine Marketing*, (2002), 14/1, pp 34-40.

### Derrick Chong

Bcomm (Toronto), MBA (McGill), MA (York, Canada), PhD (London)

Senior Lecturer in Marketing

Robertson, I. and Chong, D., eds. (forthcoming in 2007). *Art Business* (Routledge).

Chong, D. (2002). *Arts Management* (Routledge). Second revised edition due in 2008.

Valsan, C., Chong, D., and Bogdan, L. (forthcoming in 2008). 'The market for art in Canada', in J. Goodwin, ed., *Guide to the International Art Markets* (Kogan Page).

Chong, D. (forthcoming in 2007). 'The rise and rise of art museum marketing discourse' in R. Rentschler and A.-M. Hede, eds., *Museum Marketing: competing in the global marketplace* (Elsevier Butterworth-Heinemann).

### Romano Dyerson

MSc, PhD (Heriot Watt)

Senior Lecturer in Economics and Strategy

Dyerson R and Pilkington A (2006) Innovation in Disruptive Regulatory Environments: A Patent Study of Electric Vehicle Technology Development. *European Journal of Innovation Management*, 2006, vol. 9, no. 1, pp. 79-91.

Dyerson R and Pilkington A (2005) Gales of Creative Destruction and the Opportunist Hurricane: The Case of Electric Vehicles in California, *Technology Analysis and Strategic Management*, 2005, vol. 17, no. 4, pp. 1-18.

Dyerson R and Pilkington A (2004) Incumbency and the Disruptive Regulator: The Case of Electric Vehicles in California? *International Journal of Innovation Management*, 2004, vol. 8, no. 4, pp 1-16.

### Director of on-campus

MBA programme

David Faulkner

BSc Econ (London), MA, DPhil (Oxon)

Professor of Strategy

*The Oxford handbook of strategy* (Oxford: Oxford University Press, 2003). With A. Campbell, Faulkner, D. and Segal-Horn, S. (2004) 'The economics of international comparative advantage in the modern world', *European Business Journal*, vol. 16, no.1, pp. 20-31.

### Robert Fitzgerald

BA, PhD (London), FRHistS

Reader in Business History

*Corporation: Rise of the Global Company* (Cambridge University Press/ Economic History Society, forthcoming, 2007)  
*Rowntree and the Marketing Revolution* (Cambridge University Press, 1995; reprinted 2007)

'Economic Development, National Institutions, and the International Economy: the Role of Comparison and History' in C. Smith, B. McSweeney and R. Fitzgerald (eds), *Remaking Management: Between Global and Local* (Cambridge University Press, 2007)

### Yiannis Gabriel

BSc Eng, MSc, ACGI, DIC (Imperial), PhD (California)

Professor of Organisation Theory

Fineman, Stephen, David Sims, and Yiannis Gabriel. 2005. *Organizing and organizations*. 3rd edition. London: Sage.  
Gabriel, Yiannis, and Tim Lang. 2006. *The Unmanageable Consumer*. 2nd edition. London: Sage Publications.

Mano, Rita, and Yiannis Gabriel. 2006. 'Workplace romances in cold and hot organizational climates: The experience of Israel and Taiwan'. *Human Relations* 59, 1, 7-37.

### **Jos Gamble**

**BA (Oxford Brookes), MA, PhD (London) Senior Lecturer in Asia Pacific Business**

Gamble, J. (2007) 'Guanxi', in J.R. Bailey and S. Clegg (Eds.) *International Encyclopedia of Organization Studies*. Sage.

Gamble, J. (2006) 'Guanxi and business ethical issues in China', in S. Clegg, K.Y. Wang and M. Berrell (Eds.), *Business Networks and Strategic Alliances in China*. Edward Elgar.

Gamble, J. (2006) 'Consumers with Chinese characteristics? Local customers in British and Japanese multinational stores in contemporary China'. p.175-198 in F. Trentmann (Ed.) *The Making of the Consumer: Knowledge, Power and Identity in the Modern World*. Oxford and New York: Berg.

### **Chris Hackley**

**BA, BSc, DipPsych, MSc, PhD (Strathclyde), FRSA Professor of Marketing**

*Fundamentals of Advertising*, 3 volume Sage 'Major Work' series, London, Sage (under contract for 2007).

*Marketing: Culture, Critique and Brand Management* (under contract for 2007 publication), Sage.

'Young Thai and UK Consumers Experiences of Television Product Placement – Engagement, Resistance and Objectification', (2007, with R. Tiwsakul) in Craig-Lees, M., Gregory, G. and Davis, T. (eds) *Advances in Consumer Research Asia Pacific* Vol. VII (in press).

'Comparative management practices in international advertising agencies in the UK, Thailand and the USA' in Smith, C., McSweeney, B. and Fitzgerald, R. (Eds) *Remaking Management Practices: Beyond Global and National Approaches*, Cambridge, Cambridge University Press (in preparation, with R. Tiwsakul).

### **Ashok Jashapara**

**BSc Eng, MBA (City), DBA (Henley), FRSE, PhD**

**Senior Lecturer in Knowledge Management**

Jashapara, Ashok, (2005), *Knowledge Management: An Integrated Approach*, Warsaw: Polskie Wydawnictwo Economiczne, Polish translation.

Jashapara, Ashok, (2004), *Knowledge Management: An Integrated Approach*, Harlow, Essex: Prentice Hall, 324pp.  
Barlow, James, Cohen, Michael; Jashapara, Ashok and Simpson, Yvonne, (1997), *Towards Positive Partnering: Revealing the Realities in the Construction Industry*, University of Bristol: The Policy Press.

### **Sukhdev Johal**

**BA (NELP)**

**Reader in Accounting and Financial Management**

Froud, J., Haslam, C., Johal, S., and Williams, K. (2002). 'Cars After Financialisation: A Case Study In Financial Under-Performance, Constraints And Consequences'. *Competition & Change*, 6 (1), p. 13.

Froud, J., Johal, S., Haslam, C., and Williams, K. (2001). 'Accumulation under conditions of inequality'. *Review of International Political Economy*, 8 (1), p. 66

### **Catherine Liston-Heyes**

**BA, PhD (McGill)**

**Reader in Business Economics**

'The 'Win-Win' Paradigm and Stakeholder Integration' (with J. A. Plaza-Úbeda, J. Burgos-Jiménez and D. A. Vazquez) forthcoming at the *Journal of Business Strategy and the Environment*.  
'Corporate Discourse and Environmental Performance in Argentina' (with Diego Vazquez) forthcoming at the *Journal of Business Strategy and the Environment*.  
'Whistleblowers and Disclosure by Insiders in the Regulation of Risk',

forthcoming Chapter (with Anthony Heyes) in *Regulation, Liability, and the Management of Major Environmental Risks*, Edited by David Matimort, Series Editor Katherine Segerson, Ashgate Publishers.

'Corporate Social Responsibility and the Political Environment: An Empirical Investigation of S&P 500 Firms' (with Gwen Ceton), *Journal of Corporate Citizenship*, 2007, 25:1-14 .

### **Gul Berna Ozcan,**

**BSc (Dokuz Eylul), MSc (METU), PhD (London)**

**Senior Lecturer in European Business and Corporate Governance**

*Building States and Markets: Enterprise Development in Central Asia*, Palgrave Macmillan, 2007 (forthcoming)  
'Djamila's journey from kolkhoz to bazaar: Female entrepreneurs in Kyrgyzstan', in Welter, F. et al (eds.) *Entreprising Women in Transition Economies*, Gower Publishers, 2006  
'A critical analysis of decentralisation and local economic development: the Turkish case', *Environment and Planning A: Government and Policy*, Vol.24/1, 2006

### **Alan Pilkington**

**BEng, PhD (Aston)**

**Senior Lecturer in Production and Operations Management**

'Operations Management Themes, Concepts and Relationships: A Forward Retrospective of the IJOPM', with R. Fitzgerald, *International Journal of Operations and Production Management*, (2006) Vol. 26, No. 11, pp.1255-75.  
'Management of Technology: Themes, Concepts and Relationships', with Thorsten Teichert, *Technovation*, (2006) Vol. 26, No. 3, pp. 288-299.  
'Technology Commercialisation: Patent Portfolio Alignment and the Fuel Cell', in D.Kogaoglu and T.Anderson (eds.) *Technology Management for Reshaping the World*, Portland, (2003) pp.400-412.

**Director of External Undergraduate Management Programme**

**Bill Ryan**

BA, MBA, PhD (London)  
Lecturer in Accounting

'Controlling organisation contribution: An exploration of a changing control environment' in Ian Tilley (ed.) *Current Themes in Finance & Accounting*, University of Greenwich Press: London. ISBN 1 86166 192 4.

Bill Ryan (2005) 'The problematic nature of organisation culture and a changing control context', *Journal of Strategic Change*, 14: 431-440

'From the 'frying pan' into the 'fire'? Reflections on the validity of case study findings', *Organisational Research Methods Journal*. Under review 2006

**Chris Smith**

BA (North East London Polytechnic),  
PhD (Bristol)

**Professor in Organisation Studies**

T. Elger and C. Smith *Assembling Work: Remaking Factory Regimes in Japanese Multinationals in Britain* Oxford: Oxford University Press (2005)

[Reviews: (1) *British Journal of Industrial Relations*, 43, 4, December 2005, pp. 734-736; (2) *Organization Studies*.2006; 27: 1209-1219; (3) [1st review] *American Journal of Sociology* 2006 112, 3: 920-21; (4) *Business History* 2006 48, 2: 298-300; (5) *Historical Studies in Industrial Relations*, 21 Spring 2006, 211-213]

C. Smith, B. McSweeney and R. Fitzgerald (eds.) (forthcoming, 2007) *Remaking Management: Between Global and Local* (provisional title), Cambridge: Cambridge University Press.

A. McKinlay and C. Smith (eds.) (forthcoming, 2007) *Creative Labour*, London: Palgrave

// I found my MBA in International Management at University of London the best learning experience possible; learning and acquiring sound business skills from the comfort of my home, while working and applying the competence achieved immediately and directly to work, and to my day to day life. To me this experience is priceless.

This programme is very flexible and focused on real world learning which is applicable to the organisation I work for, to my career development, and to the community I live. I learnt where my weakness and strength in managing others lie and also how to assume the right behaviour to be professionally effective.

In summary, this degree has granted me a higher capacity in respect of work output, improved effectiveness, delivery and excelling on promises, tasks and targets at work. I am able to work with and influence my team and associates to perform better and more effectively. I have the foundation to move on with confidence to the next opportunity within the organisation I work for, particularly in the area of general management and senior leadership positions.!!

**Adebo Oladunjoye**

MBA International Management graduate, Nigeria

# Application and registration

## Entrance requirements

To apply for the **MBA, MSc, Postgraduate Diploma** or **Postgraduate Certificate** in International Management or International Business you must have:

### Academic requirement

a second class honours degree\* or *the equivalent* from a university or other institution acceptable to the University for this purpose

OR

a first degree from a university or other institution acceptable to the University for this purpose AND a G-MAT score of 550 or over

OR

an equivalent professional qualification AND a G-MAT score of 550 or over

AND

### English language requirement

An advanced level of ability to work in English is required. Applicants may be required to pass, or to have passed within the last three years, at the appropriate level, a test of proficiency in English acceptable to the University, e.g. an IELTS overall score of 6.5 or over with a minimum of 6 in each sub-test or a TOEFL score of 580 (or 237 in the computerised test) plus a minimum score of 4.5 in the test of written English (TWE).

AND

### Computer and Internet requirements

Regular access to the Internet and access to the computer hardware and software indicated on page 10.

AND

### Work experience (MBA only)

At least three years' relevant work experience is required (undertaken prior to registration).

\* If you have a degree from an institution that does not award Honours, you may still apply. In this case, a certified transcript of your results must be sent by the awarding institution directly to the Postgraduate Admissions Office.

## Alternative entry

If you do not satisfy the normal entry requirements for the MBA, MSc, Postgraduate Diploma and Postgraduate Certificate in International Management or the MSc and Postgraduate Diploma in International Business, but have at least 10 years proven management experience, we would welcome your application. Based on your individual circumstances and experience, we may ask you in the first instance either to pass two short courses or to complete the Postgraduate Certificate in International Management. Alternatively we may require you to take the GMAT test and obtain a score of 550 or over prior to registration for the postgraduate programmes in International Management or International Business

**Please note:** All other applications will be considered on an individual basis at the discretion of the University.

## How to apply and register

**You'll find an application form and referee's report form in the centre of this prospectus.** You can also download the application form from our website, or you may prefer to apply online at: [www.londonexternal.ac.uk/mba](http://www.londonexternal.ac.uk/mba)

**Complete the application form** and, together with all the documentation listed on page 6 of the form, send it by post (not by fax) to:

The Postgraduate Admissions Office  
University of London External System  
Stewart House, 32 Russell Square  
London WC1B 5DN, UK

Tel: +44 (0)20 7862 8376

Email:  
[postgraduate\\_admissions@london.ac.uk](mailto:postgraduate_admissions@london.ac.uk)

If you are unable to send all the documentation with your application form, please enclose a letter with the form giving the reasons.

**Send a referee's report form to your two referees** at the same time, or before you send your application to London. Ask them to complete the forms and send them **direct** to the Postgraduate Admissions Office (address as before).

You can apply at any time of year, although we must receive your application plus all documentary evidence and references in London by:

**31 July** – if you intend to take your first examination in May (of the following year) OR

**31 January** – for a first examination in October.

If your application form or documentary evidence/references are received after these dates, you will have missed the deadline for exam registration and may have to postpone your first examination until the next sitting.

**We will acknowledge receipt of your application form** and send you a student number to use as a reference whenever you contact the University. Everyone who applies is allocated a number.

You will receive an acknowledgement within three weeks of posting your application, but if you do not please contact the Postgraduate Admissions Office. Please give your full name, the programme for which you have applied and the date you posted your form to help us identify your application.



#### 4 Your application will be considered

only when we have received all your documentary evidence and both references. After due consideration you will be told if your application has been successful or not.

If, however, you do not satisfy the entrance requirements for the programme for which you have applied, we will inform you if we have been able to give you an offer for another programme, e.g. the Postgraduate Certificate or two Short courses.

**Please note:** if there is a delay in sending any documentation or references, we will not be able to process your application until we have received them. This is because we need to have as much information about you as possible before we can reach a decision.

#### 5 If your application has been successful, we will send you:

- an offer of registration, telling you that your application has been accepted and that you have two years in which to register
- a fee slip for the registration and course fees

- a registration form, on which you indicate your choice of courses
- a copy of the Regulations

**To register**, complete the registration form and fee slip. Return them, as soon as possible, along with the registration fee and the course fees for the courses you will be taking at your first examination, to:

The Postgraduate Registry  
The External System  
University of London  
Stewart House,  
32 Russell Square  
London WC1B 5DN  
United Kingdom

Tel: +44 (0)20 7862 8314  
Fax: +44 (0)20 7862 8238  
Email: jonathan.seddon@london.ac.uk

**We will send you the study materials** for your first courses, by courier, as soon as possible after we receive the appropriate fees.

#### Questions about your application

If you have any questions about your application **after** you have applied to us, please contact:

The Postgraduate Admissions Office  
The External System  
University of London  
Stewart House,  
32 Russell Square  
London WC1B 5DN  
United Kingdom

Tel: +44 (0)20 7862 8376  
Fax: +44 (0)20 7862 8363  
Email: postgraduate\_admissions@london.ac.uk

**Important note:** applicants come to us from all over the world, with a variety of qualifications, and as a result we have to consider each application thoroughly and on an individual basis. We regret that it is not possible for us to give you any informal advice on your eligibility for admission. For this reason, you must make a formal application before we can tell you whether we can accept you (see 'Application and registration' on the previous page).

*"I have chosen the External System because it suits me most to study in the evening or at the weekend as I am really busy at work.*

*I am a medical doctor working as a manager in a business organisation, acting in a very unstable and turbulent environment that is witnessing really revolutionary changes, with all possible consequences for business. I feel a strong need to be better prepared for the unknown.*

*I am really benefiting from my studies. I have learnt a lot of very practical issues, some of which I have already implemented. Based on the knowledge I have gained, I am planning many changes in the organisation I am working for."*

**Andrzej Lewandowski**  
Current MBA student, Poland.

# Fees and contacts

## Fees

Different fee schedules may apply to students with local tuition and administrative support. In addition to the University's fees given below, if you are sitting examinations outside London you will have to pay a fee to your local examination centre to cover their costs. The fees given below refer to the 2008 calendar year only and are subject to annual review.

Registration fee (MSc, PG Diploma and PG Certificate)	£530
Registration fee (MBA)	£1,590
Course fee	£425
Research course	£1,650
Plenary session fee (excluding travel and accommodation)	£850
<b>TOTAL</b>	
Postgraduate Certificate	£2,655
PG Diploma (Int Business)	£4,780
PG Diploma (Int Management)	£5,205
MSc (Int Business)	£6,430
MSc (Int Management)	£7,705
MBA (Int Management)	£9,615

You can choose to pay the fees in one of two ways.

### EITHER

Pay the total amount upfront.

### OR

Pay as you go (a one-off registration fee plus a fee for each course).

### Short courses

You pay a composite fee of **£560 per course** remitted as a single payment.

### Notes:

- If you wish to transfer from the Postgraduate Certificate to the MBA, for example, you must pay the remaining balance (£1,060) of the registration fee.
- The University reserves the right to make additional charges for issuing revised or replacement study materials.

## Financial assistance

No financial assistance is available from the University. Some employers in both the public and private sector may offer financial assistance to their employees.

**Students who are resident in the UK** may be able to apply for a Career Development Loan. Information can be obtained from the Direct.gov website ([www.direct.gov.uk/cdl](http://www.direct.gov.uk/cdl)) or from the CDL Information Line on 0800 585 505.

**Students with a disability/special need who are resident in the UK** may also be able to apply for a Disabled Student Allowance (DSA). For a copy of the information leaflet (which answers most of the questions commonly asked about DSAs) please contact either your LEA or the Student Support Information Line on 0800 731 9133 or on textphone 0800 210 280. This information is also available on audio tape or in braille. The guide is also available on [www.direct.gov.uk/dsa](http://www.direct.gov.uk/dsa)

**Students who are members of the UK Armed Forces** should note that the University of London has been approved by the Ministry of Defence in support of the Enhanced Learning Credits (ELC) Scheme (ELC Provider Reference Number 1284). The Scheme provides financial support to eligible Service personnel who wish to enhance their educational or vocational achievements. The ELC administration Service website can be found at: [www.enhancedlearningcredits.co.uk](http://www.enhancedlearningcredits.co.uk)

## Questions about the programme

This prospectus should answer all the questions you have before deciding to apply to the University. So, please read it carefully before you contact us with any queries. If you do have any further questions, please contact: [programme.enquiries@london.ac.uk](mailto:programme.enquiries@london.ac.uk)

When emailing programme enquiries, please state what you have already seen (e.g. website, prospectus) about the programme.

## Personal callers

If you are in London at any time and would like to meet a particular member of staff, you are most welcome. Most of our offices are open between 9.00am and 5.00pm Monday to Friday, but you are advised to telephone first to make an appointment to ensure that the person you want to see is available.

## Information about other qualifications

If you would like information about any of the other qualifications listed on the back cover of this prospectus, please contact our Information Centre:

The Information Centre  
Senate House  
University of London  
Malet Street  
London WC1E 7HU  
United Kingdom

Tel: +44 (0)20 7862 8360 / 8361 / 8362  
Fax: +44 (0)20 7862 8358  
Email: [enquiries@london.ac.uk](mailto:enquiries@london.ac.uk)  
[www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)

**Important note: The External System aims to provide the highest quality service to its students. We endeavour to solve any problems you experience quickly and fairly. If, however, you wish to make a complaint our complaints procedure is published on our website and in our Student Handbooks.**

# Information for students with a disability and/or special needs

The University has a panel that considers applications from students for special examination arrangements.

The aim of the panel is to ensure that a student with a disability is neither advantaged nor disadvantaged when compared with other students. If you have a disability and may need special examination arrangements (such as extra time or special aids), you should complete the relevant section of the application form or write to the Special Examinations Services Department at the following address enclosing medical or other supporting evidence:

Special Examinations Services Department  
The External System  
University of London  
Stewart House  
32 Russell Square  
London WC1B 5DN  
United Kingdom  
Fax: +44 (0)20 7862 8349  
Email: [specialneeds@london.ac.uk](mailto:specialneeds@london.ac.uk)

You can request a copy of the University of London's full disability statement. Please refer to the Admissions contact details on page 22, or download it from our website: [www.londonexternal.ac.uk/dissn](http://www.londonexternal.ac.uk/dissn)

While every effort has been made to ensure that the information contained in this prospectus is accurate at the date of publication (December 2007), all matters that it covers may be subject to change from time to time, both before and after a student has registered. In particular, information about the structure and content of programmes is subject to confirmation in the Regulations and registered students should refer to these. All fees are subject to annual review. The University does not intend by publication or distribution of this prospectus to create any contractual or other legal relation with applicants, registered students, their advisers or any other persons. You are strongly advised to check our website ([www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)) for any revisions to this prospectus. The University makes no distinction between awards gained by on-campus students in London and External graduates. However, we advise you to check local recognition criteria in your own country before applying for any qualification listed in this prospectus. This prospectus is issued free by the External System, University of London.

Published by: University of London. Copyright © University of London, 2007.

# Study programmes

The University of London offers a wide range of subjects for study at a distance; from full degree programmes to diplomas, certificates and short courses.

## Undergraduate

Accounting	Economics and Management	Law
Accounting and Finance	English	Law with Accounting
Accounting with Law	Finance	Law with Management
Banking	French	Management
Banking and Finance	French and German	Management with Law
Business	Geography and Environment	Mathematics and Economics
Business Administration	German	Philosophy
Classical Studies	German and Italian	Politics
Computing and Information Systems	History	Politics and International Relations
Creative Computing	Information Systems	Social Sciences
Development	Information Systems and	Sociology
Development and Economics	Management	Sociology with Law
Divinity	International Relations	Spanish and Latin American Studies
Economics	Italian	Theology
Economics and Finance	Italian and French	

## Postgraduate

Agribusiness for Development	Environmental Management	Law
Agricultural Economics	Epidemiology	Livestock Health and Production
Applied Educational Leadership and Management	Finance and Financial Law	Managing Rural Development
Applied Environmental Economics	Financial Economics	Organizational Psychology
Banking	Financial Management	Policy Studies
Biodiversity Conservation and Management	Human Resource Management	Public Financial Management
Citizenship and History Education	Infectious Diseases	Public Health
Clinical Trials	Information Security	Public Management
Economic Principles	International Business	Public Policy and Management
Educational and Social Research	International Management	Sustainable Development
	International Management (China)	Veterinary Epidemiology and Public Health
	International Primary Health Care	

For details see our website or contact:

The Information Centre, University of London, Senate House,  
Malet Street, London WC1E 7HU, United Kingdom.

Tel: +44 (0)20 7862 8360/1/2 Fax: +44 (0)20 7862 8358 Email: [enquiries@london.ac.uk](mailto:enquiries@london.ac.uk)

**[www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)**

All programmes are developed, written and assessed by academics at the various Colleges of the University. Currently these include: Birkbeck, Goldsmiths, Heythrop College, Institute of Education, King's College London, The London School of Economics and Political Science, London School of Hygiene & Tropical Medicine, Queen Mary, Royal Holloway, Royal Veterinary College, School of Oriental and African Studies, UCL (University College London).