

MSc International Management and Strategy for Consulting

For students entering in 2007

Awarding Institution: University of Reading

Teaching Institution: University of Reading, Faculty of Economic & Social Sciences

Programme length: 12 months (9 months if dissertation is substituted by project and an additional optional module)

Date of specification: August 2007

Programme Director: Dr Simon Booth

Board of Studies: Management MSc's

Accreditation: None

Total number of credits required 180

Summary of programme aims

The programme is designed for students who have studied business or economics and wish to build the specialist skills for a careers involving advising strategic decision makers, in multinational enterprises, as entrepreneurs, business analysts or as internal or external consultants. The programme provides skills and theoretical knowledge relevant for such careers, in particular:

1. To provide students with latest research-based knowledge of the fields of international and strategic management.
2. To provide students with a thorough understanding of core tools and techniques for the strategic analysis of business, as well as their theoretical foundations.
3. To enable students to apply these tools and techniques to specific situations in international and strategic management.
4. To enable students to evaluate alternative theories and tools and to make judgements on their applicability to complex and changing business situations.
5. To enable students to develop strategies for business, and to argue their merits in written and oral form.

Transferable skills

The programme emphasises analytical skills in analysing the situation of an organization in its broader context of the economy and society. Students will also learn to take personal responsibility and show initiative in developing their knowledge and understanding of the field of study. The ability to carry out independent reading and research is highly valued and expected of students on this programme. Students will learn to set priorities and manage their time in order to meet strict deadlines. A special focus is set on developing communication, information handling, and problem solving skills in the context of group work and classroom discussions. All students will experience and learn more about the skills of team-working on group based projects and using modern information technology. There is the opportunity to develop career planning and management skills.

Programme content

Compulsory Modules		Credits	Level
MMM027	Designing Organisations	20	M
MMM028	Comparative and Inter-Cultural Management	20	M
MMM029	Evolution of the Multinational Enterprise	20	M

MMM001	International Strategic Management	20	M
MMM044	Supply Chain Mgt and Business Marketing	20	M
MMM047	Strategic Consulting	20	M
MMM023	Dissertation	40	M
MMM026	Study Skills (credits incorporated in MMM023)		M

Optional Modules (One of the following modules)*

MMM012	International Human Resource Management	20	M
MMM015	Research and Development in the Multinational Enterprise	20	M
MMM018	Leadership and Advanced Business Policy	20	M
MMM033	Business Management and European Integration	20	M
MMM034	Corporate Social Responsibility	20	M
MMM042	Small Business Management and Entrepreneurship	20	M

* This list of optional modules may be subject to change. Further optional modules may be eligible at the discretion of the programme director

Students may choose to substitute MMM023 (Dissertation, 40 credits) with a project plus an additional optional module for completion of the degree programme in nine months as follows:

MMM030	Management Practice and Project	20	M
choice	Any of the above optional modules	20	M

Progression requirements

Assessment of taught modules by May/June; re-sits of failed modules in September; submit dissertation by the second Friday in September, or by a month thereafter if there are re-sits.

Students wishing to proceed to a higher degree by research should normally have obtained an average of at least 60% in the modules and at least 60% in the dissertation.

Part-time/modular arrangements

This programme is available on a part-time basis only in special circumstances.

Summary of teaching and assessment

Teaching is organised in modules. The delivery of material varies among the modules, especially in the proportion of time allocated to lectures, classes and seminars. All modules involve coursework, which takes a variety of forms reflecting the aims of the module. Final assessment of the modules typically involves a 2 hour examination and coursework (weights vary according to module). A dissertation supervisor is appointed for each student who chooses the dissertation module.

The University's taught postgraduate marks classification is as follows:

Mark Interpretation

70-100%	Distinction
60-69%	Merit
50-59%	Good Standard (Pass)

Failing categories

40-49%	Work below threshold standard
0-39%	Unsatisfactory Work

To pass the MSc students must gain an average mark of 50 or more overall. In addition, the total credit value of all modules marked at 40-49% must not exceed 40 credits and no module mark must fall below 40. In addition 50% or more in the dissertation is required.

Students who gain an average mark of 70% or above, including a mark of 60% or more in the dissertation and no mark below 50% will be eligible for a Distinction. Those gaining a mark of 60%, including a mark of 60% or more in the dissertation may be eligible for a Merit pass.

A Postgraduate Diploma can be awarded to students who pass at least 120 credits of M level modules, of which at least 60 credits must be passed in compulsory modules.

Admission requirements

Entrants to this programme are required to have obtained a first degree the equivalent of a British upper second class honours degree, normally in management, economics or a related field. Some business experience is desirable but not required. Applicants whose degree result is below the required level, or whose degree is from a university where the standard is not well known, will require GMAT 600. References are also taken into account. Acceptance is at the discretion of the Programme Director.

Admissions Tutor:

The Programme Director is responsible for admissions.

Support for students and their learning

University support for students and their learning falls into two categories. Learning support includes IT Services, which has several hundred computers and the University Library, which across its three sites holds over a million volumes, subscribes to around 4,000 current periodicals, has a range of electronic sources of information and houses the Student Access to Independent Learning (S@IL) computer-based teaching and learning facilities. There are language laboratory facilities both for those students studying on a language degree and for those taking modules offered by the Institution-wide Language Programme. Student guidance and welfare support is provided by Programme Directors, the Careers Advisory Service, the University's Special Needs Advisor, Study Advisors, Hall Wardens and the Students' Union.

Career prospects

Students who follow this programme are qualified to work in a wide range of industries and management functions, in particular careers involving advising strategic decision makers, in multinational enterprises, as entrepreneurs, business analysts or as internal or external consultants. Graduates will also have a solid foundation to take on leadership roles in small and large businesses, in government, or in non-governmental organizations.

Opportunities for study abroad or for placements

Not applicable

Educational aims of the programme

The programme aims to provide students with an understanding of core tools and techniques used by strategists and a postgraduate training in international

management. The emphasis is on relating theories of international strategy to real-life businesses.

Programme Outcomes

Knowledge and Understanding

<p>A. Knowledge and understanding of:</p> <ol style="list-style-type: none"> 1. Theoretical models used to analyse issues of international and strategic management. 2. Recent developments in relevant empirical research on strategic management, in international contexts and a variety of national business environments. 3. Tools available to managers to support their decision making. 4. The structure and management of multinational enterprises as well as small/entrepreneurial businesses. 5. The environmental influences on firms, including regulatory and ethical issues. 6. The forces of globalization and its consequences for strategies of multinational enterprises and small/entrepreneurial businesses. 	<p>Teaching/learning methods and strategies</p> <p>Formal lectures, guest lectures from industry, discussions, individual and group presentation, group exercises, case studies, guided readings and guidance on key sources of reference material. Feed back and guidance are important elements complementing an emphasis on self -study</p> <p>Assessment</p> <p>Unseen examinations and coursework comprising long essays and case study analyses. Seminar presentations.</p>
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Skills and other attributes

<p>B. Intellectual skills – able to:</p> <ol style="list-style-type: none"> 1. Structure, analyse, and evaluate theoretical issues, and practical business dynamics and challenges. 2. Think logically and analytically and to understand the difference between positive and normative statements. 3. Identify key relationships between firms and their environment, and evaluate their implications for the firm. 4. Identify and analyse challenges arising in international management. 5. Comprehend the evolving state and practice of strategic management in an international context. 	<p>Teaching/learning methods and strategies</p> <p>Students are frequently challenged in all teaching situations to complete logical arguments, analyse problems and alternative strategies, and justify statements. Long essays, debate, group work, and presentations provide the principal vehicle for developing intellectual skills</p> <p>Assessment</p> <p>Unseen examinations and coursework, case study analysis, dissertation</p>
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C. Practical skills – able to:

1. Evaluate current theoretical and empirical research in the field of study.
2. Evaluate alternative strategies for multinational enterprises as well as small/entrepreneurial businesses in international contexts as well as different national environments.
3. Assemble information and analyse it to develop proposals for strategic decisions in organizations.
4. Work in cross-cultural teams.
5. Present own ideas in writing and oral presentations.
6. Effectively apply key analytical skills to the business practice.

Teaching/learning methods and strategies

Students are required to understand a wide amount of reading, both of specific references and through researching their own sources of information. Discussion in lectures and seminars emphasises formal reasoning, the use of statistical and empirical evidence and the strengths and weaknesses in alternative theories and methodologies.

1-3 Lectures, seminars, case study analyses, dissertation
4-6 Case study discussions, practical projects, presentations by groups.

Assessment

Long essays, seminar presentations, and unseen examinations.

D. Transferable skills – able to:

- a. Communicate effectively with a wide range of individuals using a variety of means.
- b. Evaluate his/her own academic professional performance.
- c. Utilise problem-solving skills in a variety of theoretical and practical situations.
- d. Analyse current challenges to an organization and provide grounded advice to decision makers
- e. Take responsibility for personal and professional learning and development (personal Development Planning).
- f. Manage time, prioritise workloads and manage personal emotions and stress.
- g. Understand career opportunities and begin to plan a career path.
- h. Information management skills, e.g. IT skills.

Teaching/learning methods and strategies

The presentation of well researched written work is a fundamental element of the programme and requires the application of all the skills listed. This is reinforced by the breadth and depth of the syllabuses for each module and the highly structured system of deadlines for assessed work, and examinations, which develop the students' skills of time management. Oral skills are developed through lecture and seminar discussions and individual and group presentations.

Assessment

Under examination and coursework

Please note - This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the module description and in the programme handbook. The University reserves the right to modify this specification in unforeseen circumstances, or where the process of academic development and feedback from students, quality assurance processes or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.