Management

Introduction

Mansfield College offers several business management courses to visiting students. Most of these are organized around courses designed by Said Business School – a recently created school which has already achieved high international ratings, and builds on Oxford University’s tradition of educating leaders over 800 years.

In addition to weekly tutorials (four for primary courses and eight for major courses), students will attend lectures in the Business School, where these are offered during their residence in Oxford University. Students will have access to the high grade library in the Business School. The particular terms when supporting lectures are available is given below. At the College’s discretion, the courses may be offered in other terms drawing the lecture material in the tutorials.

A small number of additional courses will be offered in subjects of special interest of teaching staff based on original research.

The courses are suitable for Management majors and those majoring in other subjects. For the latter, management courses provide in additional insight into a subject which could have a major impact on their future career. It is also of considerable interest for economics majors because management provides another perspective of the outworking of economics and provides an understanding of the practice of business and the possible compromises that faces senior people operating within organisations and the market place. Some topics, such as strategic competitive advantage in industries or derived from resources are the mirror image of economic theory. The management courses are therefore of particular interest for economics students.

Those new to management are recommended to start with a fundamental course based on the General Management course. This course is a highly rigorous and heavily referenced course in the main subjects of business and management. The Senior Tutor expects to enforce such a start from basics.

Courses offered

Foundation courses:

Foundations of Strategy and Marketing

This course will cover the economic and historical foundations of the firm, Five forces of Industry based strategy, resource based view of strategy, strategic process, board effectiveness, customer orientation in marketing, consumer behaviour, market cultures across the world, product life cycle, branding, International product standardisation and local differences, impact of web retailers on the future of marketing.

Foundations of Management

This course will cover significant management issues such as organisational culture, power in organisations, leadership styles and theories, management, organisational decision making, organisational structure and strategy.

Advanced Courses

Strategic Management
This course examines the theoretical foundations of strategic management, structural analysis of industries and industry dynamics, as well as the resource and capability based view of the firm. Other subjects are strategy and organization, nature and sources of competitive advantage and patterns of competition, as well as competitive and co-operative strategies and corporate strategy and competitive advantage. The study extends to strategic management in the international context, the public sector and in not-for-profit organisations.

**Marketing**

This specialist course examines marketing mindset, buyer behavior, market research, segmentation, brand management, product innovation, service marketing, marketing ethics. Also, the role of channels, sales, prices and communications are considered.

**Organisational Analysis, Behaviour and leadership**

This course studies organizational behavior from the perspectives of individual, group and macro organization. It examines individual behaviour and organizational performance, leadership, the nature and processes of industrial group, and the characteristics of structure, culture, change and communication.

**Special interest courses**

**Business Ethics**

Faced with the way that 2007/8 financial crisis destroyed wealth and undermined confidence in capitalism and commercial corporations, further diminished by the apparently unending revelation of illegal practices and exploitation, leaders of business and finance are putting business ethics centre stage. This elective examines good business practice through the lenses of integrity, exercise of power with respect to suppliers and markets, corporate leadership and relationships, and social justice. The course involves case studies in good and bad practice in order to demonstrates the temptations of ‘sailing close to the wind’ and the potential disastrous consequences to profit, personal careers and corporate reputation.

**Corporate responsibility in the majority world**

This elective focuses on the role and responsibility of multinational enterprises in developing countries. It examines local community engagement as corporate social responsibility in high poverty/low income countries, as license to operate, as a reciprocal duty for firms in extraction industries and as a contribution to performance. It considers the economic contribution of multinationals and strategic opportunities for products tailored to the low income communities. The ‘how’ of partnership and reciprocal networks with civil society and government are examined.

**International Corporate Governance**

This elective examines how companies are directed and governed. Board effectiveness, the role of audit, remuneration and nomination committees, the role of NEDs and the chair/chief executive relationship are considered. Shareholder impact, ownership patterns, principal/agency relation are featured as well as international differences in governance practice.

**Staffing**

These courses will be tutored by the College Tutor in Management, Dr Ian Jones (see College website)
Availability of supporting lectures at Said Business School

Lectures in advanced courses in Strategic Management, Marketing and Organisational Behaviour, Analysis and Leadership are offered in Hilary Term.

Material for foundation courses in Strategy and in Management is covered by selected General Management lectures principally in Michaelmas Term

Ian Jones