



Course information 2026-27

MN2177 Core Management Concepts

General information

MODULE LEVEL: 5

CREDIT: 30

NOTIONAL STUDY TIME: 300 hours

MODE: Locally Taught, Independent Learner Route and Online Taught

Summary

The course covers the main areas of general management and the intellectual foundations of management concepts. It is the basis upon which more specialised functional management courses can be taken.

Conditions

Please refer to the relevant programme structure in the EMFSS Programme Regulations to check:

- where this course can be placed on your degree structure; and
- details of prerequisites and corequisites for this course.

You should also refer to the Exclusions list in the EMFSS Programme Regulations to check if any exclusions apply for this course.

Aims and objectives

The aims of this course are:

- To give students a thorough grounding in the key management sub-disciplines
- To provide an overview of the development of these disciplines
- To illustrate the disciplinary anchors of these disciplines in sociology, psychology, and economics

Learning outcomes

At the end of this course and having completed the essential reading and activities students should be able to:

- Demonstrate understanding of core management concepts
- Apply these concepts to specific business situations
- Analyse and evaluate managerial tools, including those in the fields of strategy, finance, decision-making and human resources
- Explain the relevance of social science to business practice

Global Employability Skills

Below are the three most relevant employability skills that students acquire by undertaking this course which can be conveyed to future prospective employers:

1. Decision making
2. Leadership
3. Communication

Essential reading

For full details, please refer to the reading list

Assessment

This course is assessed by a three-hour and fifteen-minute closed-book written examination (80%) and a sixty-minute Multiple Choice Question assessment (20%). The Multiple Choice Question assessment will examine students' knowledge on the first half of the course. Exact chapters will be confirmed in 2026/27.

Syllabus

1. **Why do we need management?** An introduction to the roots of thinking about management, linking to principal-agent theory and hierarchy.
2. **What do managers do?** A comparison of theories which look at the role of managers and what they do, making particular use of theories such as those of Drucker and Mintzberg to compare perspectives on this question.
3. **Finding the best way to manage:** A focus on performance optimisation, comparing and contrasting Scientific Management and Human Relations approaches to managing people
4. **Motivation:** Key theories on workplace motivation, performance, and their practical application by managers.
5. **Human resource management:** Evolution of HRM, its impact on performance, and contemporary themes including Diversity & Inclusion and the Psychological Contract.
6. **Managing conflict:** Conflict, resistance, and conflict management through lenses like industrial relations, collective action, and management techniques.

7. **Management science:** Exploring contemporary approaches in today's data-driven workplace, including AI, big data analytics, predictive modelling, the quantified worker, and the Internet of Things.
8. **Management accounting:** Key management accounting topics—costing, breakeven analysis, and budgeting—and their managerial relevance.
9. **Financial accounting:** Purposes of financial accounting, financial statements, and ratio analysis from a managerial perspective.
10. **Bias and decision-making:** Limitations of rational decision-making theories, bounded rationality, biases, and debiasing techniques.
11. **Leadership and influence:** Exploring the evolution of our view of effective leadership, alongside a focus on the ethical responsibilities and challenges that leaders face today.
12. **Contemporary marketing:** Marketing decisions in contemporary organizations, covering product selection, pricing, promotion, and distribution.
13. **Organisational structure:** Structural decisions and their impact on business, with detailed consideration of organisation type, location, size, hybridity and activity integration.
14. **Strategy and strategic management:** Strategic management process, focusing on vision, values, mission, objectives, and strategy in not-for-profit contexts.
15. **Strategic analysis:** Critical evaluation of macro-environmental, industry, and internal analysis tools informing the strategic decision-making process of managers and organisations.
16. **Strategy formulation and implementation:** Competitive and corporate strategies, emergent strategy, and strategy-as-practice approaches, and how to evoke strategic change.
17. **Managing risk:** Managers' roles in risk appraisal, risk approaches, and management, including reputation and ethical decision-making.
18. **Future thinking:** Navigating volatile, uncertain, complex, and ambiguous environments through managerial anticipation and preparedness.
19. **Culture and change:** Understanding organisational culture and managing large-scale organisational change from individual and group perspectives.
20. **Performance measurement:** Techniques for measuring business performance, including the balanced scorecard, and challenges with performance measurement.