Welcome to Plymouth Graduate School of Management

For over forty years Plymouth have been offering a range of business and management programmes which have contributed to the development of the careers of thousands of graduates. Our current suite of postgraduate programmes is tailored to support learning in all the major functional areas of management, Human Resources, Leadership, Finance, Marketing and Strategy, and also offers specialist areas such as Shipping, Logistics and Supply Chain Management. We are a truly global school with academic staff and students from over fifty different countries and with strong links to universities in China, SAR Hong Kong, India, Sri Lanka, Nigeria, the USA and many European countries.

We strongly believe in research informed and research led teaching. Our staff are active researchers in their fields and your experience here will be enriched by their research. We work closely with local and national businesses to ensure our programmes are informed by current practices. The Plymouth Graduate School of Management can provide you, and perhaps your organisation, with a stimulating educational experience and the potential of a great future.

“The reasonable man adapts himself to the world: the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man”

George Bernard Shaw
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Mast House is the home of Plymouth Graduate School of Management (PGSM). Students studying a Postgraduate course in Management will benefit from our dynamic and innovative learning environment with inspirational teaching rooms overlooking the beautiful backdrop of Plymouth’s 16th Century Sutton Harbour. These rooms are equipped with the latest modern technology to enhance the postgraduate student experience and we have 30 PhD students having a dedicated work space.

Our school attracts high calibre graduate students from the UK and around the world, and positions Plymouth University on a global platform for teaching and research excellence.

We believe that Mast House is an attractive asset to current and prospective students and the University, as well as the community and the city as a whole.
PGSM in numbers

250+ Staff in the Faculty of Business

22 Nationalities representing

50+ Countries from
Here are a few of Plymouth Graduate School of Management’s Knowledge Transfer Projects (KTP). KTP is Europe’s leading programme helping businesses to improve their competitiveness, productivity and performance. It involves the formation of a partnership between a business and a University, providing access to skills and expertise to help their business develop.

**Pendennis Shipyard Ltd** – created and implemented an international marketing strategy for existing and new projects, leading to increased sales and profitability to build and refit luxury super yachts.

**Plymouth College** – established the innovative Plymouth College Foundation Office (FO) and embedded a business culture within Plymouth Colleges alumni relations.

**Fowey Harbour Commissioners** – manage the estuary and harbour resources, preserving its natural beauty for the future.

**Falmouth Harbour Commissioners** – safeguarded jobs dependent on ships anchoring or bunkering within highly protected marine environments. Systems were developed to manage port sustainability, stakeholders and economic impacts.

**Plymouth City Council** – developed data sharing, analysis and research capabilities within the Council and its partners.

**Becton Dickinson** – achieved sustainability targets through a reduction of packaging waste at the Plymouth site, through process improvements and reduction in use. Project generated £100K of savings for the company along with an ongoing reduction of landfill waste of 10 metric tonnes per annum.

**Beran Instruments** – looked at changing the culture of company towards continuous improvements.

**Wessex Products Ltd** – implemented a new Enterprise Resource Planning system into the business.

We also work with NHS Trusts, Trade Unions, Local Authorities, blue chip companies and many small and medium sizes businesses.
## What PGSM can offer you

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### Threshold Series Workshops for managers

- **Women in Social Enterprise** with Associate Professor Lynne Butel
- **Managing your Supply Chain** with Dr Shunmugham Pandian
- **Credit Management** with Prof Salima Paul
- **Effective Leadership Performance** with Prof Donna Ladkin

These topical issue workshops are free and aimed at middle and senior level managers. Please refer to page 13 for more information.

Customised programmes and short courses are available for organisations.

Scholarships are available and discounts for alumni. Please contact fobscholarships@plymouth.ac.uk

For customised programmes & short courses for organisations, contact executive-education@plymouth.ac.uk

For details on our programmes please contact +44 (0)1752 585858 graduate-management@plymouth.ac.uk

For enquiries onto any PhD, Doctoral or Research programmes please contact cher.cressey@plymouth.ac.uk
The programme consists of six compulsory taught modules. Participants then choose two electives either within a specialist grouping or according to personal interest. A practical project completes the programme and is designed to integrate knowledge and insights gained in the taught components.

Who is this programme for?
This programme attracts students from around the world; generally recent graduates seeking to build upon their existing management learning and experience.

Programme Focus
- Business in a Modern World
- Accounting and Finance
- Research and Information Management
- Human Resource Management
- Marketing Management
- Operations and Strategy
- Plus a choice of 2 electives from a range of 15 advanced management functions

Key Information and Benefits
- Graduates gain employment all over the world
- One year full time with a September or January start
- Graduates of the MBM may convert their MSc to an MBA through completion of a one year part time research project

This programme equips students with the skills and capabilities required for a HR role at an influential and strategic level. You will develop the necessary skills, competencies and knowledge for effective, ethical and contemporary HR management in complex and unpredictable HRM and related environments.

Who is this programme for?
Both experienced managers and early career professionals have found this programme to be fundamental in building their careers, and those considering a career in HR.

Programme Focus
- HRM in Context
- Leading, Managing and Developing People
- The HR Project (part time only)
- Workplace Learning and Coaching
- Employee Relations and Employment Law
- International Comparative HRM
- Employee Resourcing and Reward Research Methods
- HR Masters Research Dissertation

Key Information and Benefits
- Programme meets the requirements of the CIPD’s new qualification and membership structure
- One year full time, or up to three years part time
- Bursaries or scholarships are available
- Graduates have succeeded in roles across a range of private, public and not for profit organisations
An Organisational Development initiative commissioned by NHS Leadership Southwest to connect practice-based and academic learning, innovatively incorporating real-life consultancy projects that will be challenging and organisationally relevant.

Who is this programme for?
This programme attracts managers and senior staff working within NHS funded care environments.

Programme Focus
- Developing Self and Others
- Leadership in Action
- Decision Making and Project Management

Key Information and Benefits
- Full day learning events (total 10 days), with online and self-directed learning
- Commissioned for a small group of 15-17 learners, creating space for open dialogue and debate
- Contributors include guest speakers, senior practitioners and leading academics
- Focus on work-based learning, experiential activities, and the practice of leadership firmly rooted within real-world experiences and projects

An innovative leadership development programme which puts practice at its centre, this Certificate-level programme aims to equip professionals from public and business sectors with the means to take up the leader role effectively. It seeks to challenge the dominant preconceptions about leadership and situates leadership practice in the dynamic context of workplace relations.

Who is it for?
The programme aims to attract a cross-section of professionals working in the fields of health care, public service, local government, law, art and culture and third-sector organizations. One of the benefits of the course for participants will be the opportunity to work alongside people from a wide range of professional backgrounds.

Programme Focus
- Developing yourself as a leader
- Leadership in action
- Contemporary issues in leadership

Key Information and Benefits
- The programme will be delivered in 6, 2-day learning modules
- Action Learning with the focus on live projects will be at its core
- Invited speakers will include contemporary leaders and scholars from throughout Europe
- Themes that run through all three modules include attention to ethics, sustainability, responsibility and accountability of leaders in today’s society. The processual, relational, nuanced and complex nature of leadership which needs a constant reworking and adaptive posturing is highlighted.
Effective marketing strategy with an awareness and understanding of sustainable business practice are the key driving forces in today’s global business environment. In good times and bad, strong marketing is a necessity if a business is going to survive and thrive.

Who is this programme for?
This programme attracts students who wish to specialise in marketing, recent graduates and experienced professionals.

Programme Focus
- Marketing Managements
- Introduction to Market Research
- Advertising, Brand Management and the Consumer
- International Marketing Management
- Contemporary Issues in Marketing
- Competitive Marketing Strategy
- Marketing Research, Methods and Practice

Key Information and Benefits
- MSc MM&S is one year full time
- In addition to the masters degree, there is opportunity to gain 2 professional qualifications: CIM Professional Diploma, and Advanced Certificate in Market and Social Research Practice from the Market Research Society
- Experience an international field trip to develop your multicultural awareness
- Marketing Practice allows students to work on a ‘real life’ marketing project

Designed for aspiring financial professionals, this programme aims to help you to accelerate your career, to enhance your current vocational skills, and to develop the skills, competencies, knowledge and understanding demanded by the increasingly complex global financial environment.

Who is this programme for?
Anyone in Accounting and Finance, International finance, Economics, and Business Studies are welcome. Students with experience in finance, banking and science backgrounds are also welcome.

Programme Focus
- To appraise financial theories, practices and problems, including alternative sources of finance, the cost of capital, international financing, and international financial reporting
- To understand, develop, and apply risk analysis to portfolio design, international finance, hedging and derivatives
- To apply valuation principles to capital investment decisions, mergers/acquisitions and equities/bonds and company accounts
- To apply econometric/quantitative skills and techniques to financial data and synthesise and evaluate published financial research
- To demonstrate research capability, using a range of financial data and appropriate methods

Key Information and Benefits
- Students will be prepared for careers in Corporate Financial Management, the Financial Services Sector and Consultancy and Research
- One year full time or two years part time
Every day companies face the major challenges of increasing competition, more complex international supply networks and demanding customers. These programmes offer an opportunity to enhance your professional competence in senior management positions.

**Who is this programme for?**

Our two programmes are designed to appeal to full-time students and professionals wishing to specialise in international logistics, procurement or supply chain management.

**Programme Focus**

- Research skills and economics for international supply chains
- Maritime finance and business modelling
- Logistics, supply chains, systems and methods
- International procurement management
- Dissertation based on your award specialism

- You may undertake a joint course with Fonty’s University, Venlo

**Key Information and Benefits**

- Students have opportunity to be part of PYNDA alumni
- One year full time, part time options are available
- Professionally accredited programmes
- Our programmes are delivered by a team of international staff, who are actively engaged in national & international research

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**MSc International Shipping**

For over three decades this specialist masters programme has provided a respected route for persons wishing to enter the sector of International Shipping. It has gained a global reputation for graduates of the highest calibre.

**Who is this programme for?**

This programme caters to the specialist needs of the maritime industry. You have the opportunity to pursue it as a masters degree, postgraduate diploma or a postgraduate certificate.

**Programme Focus**

- Research skills and economics for international supply chains
- Maritime finance and business modelling
- International trade, procurement, logistics and shipping
- Logistics, supply chains, systems and methods
- Shipping finance, management and law
- Port policy and management
- Research project

**Key Information and Benefits**

- One year full time
- Students are allocated a specialist project supervisor
- Delivered by research-intensive staff with extensive industry experience and continuous engagement with the industry
- Offers the opportunity to draw on a unique blend of academic excellence and industry liaison experience
This programme provides the basis for you to develop and understanding of interaction between theory and practice. The programme emphasises close direction through workshops, presentations and written papers.

**Who is this programme for?**
This programme is suitable for anyone interested in developing their research expertise, perhaps leading to further study (PhD).

**Programme Focus**
- Literature Review
- Philosophy of Research
- Paradigms of Inquiry
- Methodology
- Data Collection
- Theory and Analysis

**Key Information and Benefits**
- This programme enables you to critically reflect on your own performance as well as inform CPD
- Cohort teaching and intensive research environments
- Direct involvement with a research community
- Completion within one year via block-release over a 6-8 month period

This research based doctoral degree will expose participants to an intellectually rigorous programme of study. It will enable participants to synthesise and develop professional practice, theoretical understanding and reflexive capability.

**Who is this programme for?**
It will be of interest to senior executives in the private and public sectors as well as entrepreneurs and consultants.

**Programme Focus**
- Introduction to doctoral research
- Reflective practice, reflexivity and participatory research
- Identifying and explaining theory
- History and philosophy of business and the social sciences
- Understanding paradigms of inquiry
- Developing methodological approaches and dealing with methods
- Research proposal and thesis

**Key Information and Benefits**
- Individuals and organisations will gain new perspectives that add value in terms of effectiveness, efficiency and capability
- Individual tuition and supervision will be available for the duration of the programme
- Study would normally be completed within five years

**We are interested in supervising PhD candidates in the following areas:**
- Marketing and Retailing
- International Strategic Management
- Corporate Finance and Accounting
- Operations Management and Management Information Systems
- International Shipping, Logistics and Supply Chain Management
- Human Resource Management
- Employee Relations and Leadership
- Regional and International Economics
- Governance, Business Ethics and Public Management

**We have an experienced team of supervisors, many of whom are leading research academics in their discipline area.**

Further details are available from our research centre websites:
- **SERC** (Service and Enterprise Research Centre)
- **CMLEF** (Centre for Maritime Logistics, Economics and Finance)
- **SLGP** (Sustainable Leadership and Governance and Policy)

[www1.plymouth.ac.uk/research/ourresearch/Pages/centres.aspx](http://www1.plymouth.ac.uk/research/ourresearch/Pages/centres.aspx)
These workshops are free and available to all. They are designed to be of particular interest to middle and senior level managers and provide the opportunity to discuss topical issues of interest.

These are some of the workshops which are scheduled this year:

Women in Social Enterprise – with Associate Professor Lynne Butel
Managing Your Supply Chain – with Dr Shunmugham Pandian
Credit Management – with Professor Salima Paul
Risk Management – with Dr Simon Ashby
Effective Leadership Performance – with Professor Donna Ladkin
International Marketing – with Dr Carmen Lopez
Managing Conflict within the Workplace – with Dr Richard Saundry
Lean and Quality Improvement – with Dr Melanie Hudson-Smith
Strategic Resources – Identification and Management – with Dr Charles Thornton

Please check the website [www.plymouth.ac.uk/events](http://www.plymouth.ac.uk/events) to find out the dates of our Threshold Series Workshops for Managers.
Plymouth’s part in globalisation

Plymouth’s history goes back to the **Bronze Age** and was a trading post for the Roman Empire. Today, Britain’s Ocean City is home to around 260,000 people and is **largest city on the south coast of England**.

**Catherine of Aragon** – first wife of Henry VIII arrived in Plymouth in **1501**.

**Sir Francis Drake**, once Mayor of Plymouth circumnavigated the world in **1577** on his ship the Golden Hind. His most famous exploit was beating the Spanish Armada in 1588.

The **Pilgrim Fathers** departed Plymouth on the Mayflower ship in **1620**, and settled in **America**, creating New Plymouth in Boston. Prior to this, Richard Grenville had left Plymouth in 1584 and set up the Roanoke Colonies in America.

The original **Eddystone Lighthouse** (1698 – 1703) was the first offshore lighthouse in the world and constructed out of wood. The third Eddystone lighthouse was re-erected on Plymouth Hoe in 1882 and is now a popular tourist attraction. The fourth Eddystone Lighthouse is still in use.

**Sir Joshua Reynolds**, founder and first president of the Royal Academy and influential eighteenth century English painter was born in Plymouth in **1723**.

**Captain James Cook**, British explorer, left Plymouth on Endeavour in **1768** on his first voyage. His exploration dramatically increased knowledge of the world, his skills filled in many gaps on world maps propelling further exploration and discovery for many generations.

Plymouth has **England’s oldest working distillery**, since **1793** on historic Plymouth Barbican.

**Napoleon** left Plymouth on the Bellerophon in **1815** on his way to exile in St. Helena.

A young **Charles Darwin** left Plymouth Barbican on the Beagle ship in **1831**. Keeping a diary of his experiences, this scientific journal became published, famously known as *The Voyage of the Beagle*.

Since **1850**, Plymouth is a key destination for trans-Atlantic ships. Famous names to have disembarked at Plymouth Millbay include **Walt Disney, Charlie Chaplin** and **Laurel and Hardy**.

Once a Victorian town, Plymouth was largely blitzed in **1941** in World War 2, leaving the ancient remains of **Plymouth Barbican** where you still find **Tudor buildings** and the **Mayflower Steps**.

In **2013**, Plymouth hosted the second stop of the inaugural **America’s Cup World Series** featuring the world’s fastest boats, the wing-sailed AC45 catamarans in the spectacular natural amphitheatre of Plymouth Sound.

The port of Plymouth is the **biggest Naval Base in Western Europe** with base ported vessels including nuclear submarines and large warships, and many ships from foreign navies visit Plymouth for Operational Sea Training.

Located on Plymouth Barbican, **F H Jacka Bakery** is the **oldest commercial bakery in Britain** still in operation. It also served the Pilgrims’ boats before they headed for America.

Plymouth is a food hotspot hosting restaurants to famous chefs including **Gary Rhodes, Hugh Fearnley-Whittingstall, Mitch Tonks, James and Chris Tanner** and recently, **Anton Piotrowsk** who won 2012 Professional MasterChef.
Start your future today – Apply now!
A BRIGHT FUTURE
WITH
PLYMOUTH UNIVERSITY

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