GENERAL MANAGEMENT

1) First year General Management studies

Tutorials will be arranged by Prof Michael Gill and our College Lecturer, Suellen Littleton, and will take place in Michaelmas and Hilary terms. These will take place in both the Saïd Business School and college.

2) General Management books

Below is a book by Paul Willman that appears regularly on your General Management course reading list for Michaelmas term as well as two that are useful in the first week of the course by Alfred Chandler.

You are NOT expected to purchase these books. This list is here to help you should you wish to prepare yourself in advance.

Willman, Paul (2014) Understanding Management: Social Science Foundations, Oxford, Oxford University Press.

Chandler, A.D. (1961) Strategy and structure: chapters in the history of the industrial enterprise, MIT Press.

Chandler, A. D. (1977) The visible hand: the managerial revolution in American business, Cambridge, Mass. Harvard University Press.

3) Instructions for specific Management pre-arrival work

Before you arrive at the College in October, you should prepare by acquiring some background knowledge of management practices in real organisations.

To do this I suggest you take a look some issues of the *Harvard Business Review (aka HBR)*.

You could simply buy a single copy of this publication (widely available)

or you could order ONE of the books in the 'Must Reads' series (examples below). These publications compile several of their most influential articles:

HBR'S 10 Must Reads: The Essentials

HBR's 10 Must Reads 2020: The Definitive Management Ideas of the Year from Harvard Business Review

HBR's 10 Must Reads on Strategy 2-Volume Collection

Alternatively, their website also has interesting and relevant material.

For your ***pre- arrival work please prepare ONE review on ONE HBR article***, maximum of 1000 words length.

You should email your review to Suellen Littleton by 8 October 2025 (Wednesday of freshers week - Week 0) into: suellen.littleton@seh.ox.ac.uk

There is not a set format or style for writing a review of an article. It should be emphasized that a review is not simply a condensed version of the article. It should be considerably shorter than the article you choose. It is designed to provide a critical brief on the article.

Some *guidelines and ideas for writing a review* are as follows (but please note you do not have to do all of these items, these are simply suggestions):

1. Please consider that others will read your review, but not the original article. Consider your review to be a condensed and critical brief on the article. Give enough information so that the subject matter is understood without reiterating the entire content.

2. Start by providing a short overall summary of the reading (approximately 150 words). (This should be a clear statement of the key arguments or points made in the reading).

3. What are the main points this reading makes?

4. What insights does it provide?

5. Are there key definitions given in this article?

6. It is acceptable and sometimes very useful to include diagrams in your review if it helps to illustrate a point.

7. If it is a research piece - do you have praise or any criticisms of how the research was undertaken?

8. Are there key research questions/issues addressed in this article?

9. What contribution does it make to the field of management?

C. FINANCIAL MANAGEMENT

1) First year Financial Management studies

Classes will be organised in centrally by Said Business School in conjunction with lectures given in Michaelmas and Hilary terms. The first term covers Accounting, while the second focuses on Finance.

2) There is no specific pre-arrival work for Financial Management