

School of Management

Head of School Professor P McKiernan

Degree Programmes

Postgraduate Diploma: Finance & Management
International Business
Management & Information Technology
Management
Management (HRM)
Marketing

M.Litt.: Finance & Management
International Business
Management
Management (HRM)
Marketing

M.Sc.: Management & Information Technology

M.Res.: Management Studies

Programme Requirements

Finance & Management

Postgraduate Diploma: 80 credits from MN5441 - MN5460, plus 40 credits from IS5102, IS5103, MN5470, MN5472, MN5480, MN5501 - MN5770, plus 5 credits from MN4001

M.Litt.: 125 credits as for the Postgraduate Diploma plus *either* MN5498 *or* MN5499

International Business

Postgraduate Diploma: 80 credits including MN5401, MN5421 - MN5440 plus 40 credits from IS5102, IS5103, MN5470, MN5472, MN5480, MN5501 - MN5770 plus 5 credits from MN4001

M.Litt.: 125 credits as for the Postgraduate Diploma plus *either* MN5498 *or* MN5499

Management

Postgraduate Diploma: 100 credits including MN5441, MN5461, MN5470, MN5471, MN5557, plus 20 credits from IS5103, MN5501-MN5770, plus 5 credits from MN4001

M.Litt.: 125 credits as for the Postgraduate Diploma plus *either* MN5498 *or* MN5499

Management (HRM)

Management – 5000 Level Modules 2007/08 – November 2007

Postgraduate Diploma:

120 credits including MN5441, MN5461, MN5470 (obtaining minimum GPA of 13.5 for MN5470), MN5471, MN5480, MN5557, plus 5 credits from MN4001

M.Litt.:

125 credits as for the Postgraduate Diploma (obtaining minimum GPA of 13.5 for MN5470 and MN5480) plus *either* MN5498 *or* MN5499 (on HRM agreed topic)

Management Studies

M.Res.:

105 credits including SS5101, SS5102, SS5103, SS5104, MN5301, MN5302, MN5303, and one optional 15 credit module from the School of Management Taught Postgraduate suite of Modules (in consultation with M.Res. Director) plus MN5399.

Marketing

Postgraduate Diploma:

80 credits from MN5401 - MN5420, plus 40 credits from IS5102, IS5103, MN5472, MN5501 - MN5770 plus 5 credits from BS4001

M.Litt.:

125 credits as for the Postgraduate Diploma plus *either* MN5498 *or* MN5499

Management & Information Technology

Postgraduate Diploma:

80 credits from modules IS5102, IS5103, MN5461, MN5470, 20 credits from MN5472, MN5480, MN5501-MN5770 and 20 credits from IS5104, IS5105)

M.Sc.:

125 credits from modules as for Postgraduate Diploma, plus 5 credits from IS5101, 60 credits from IS5199 or MN5599.

Modules

ID5011 Geographic Information Systems for Environmental Management

Credits: 15.0

Semester: 1

Prerequisite: A basic ability in computer skills (Basic word processing, spread sheet analysis) gained through SALTIRE if not demonstrated

Anti-requisite: GE5005, ID5010, ID5012

Programme(s): Optional module for Environmental Biology MSc, Mathematics & Statistics, Economics, Management and Environmental History Taught Postgraduate Programmes.

Description: This module provides an introduction to Geographic Information systems and their use in environmental problem solving. The module will be taught through a series of lectures, tutorials, laboratory classes and individual projects. The module will be assessed through class exercises and the final, short individual project. Students will be introduced to methods of acquiring, storing, analysing and displaying (2D and 3D) spatial digital data using the ArcGIS data package. An introduction to data manipulation and statistical techniques on a variety of environmental examples will be given. The module is taught within the School of Geography & Geosciences but incorporates datasets and analysis techniques used in earth and environmental science, biology, archaeology, and mathematics.

Class Hour: To be arranged.

Teaching: Lectures, practicals and occasional tutorials.

Assessment: Continuous Assessment = 50%, Short Project = 50%

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IS5101 Academic Project Planning

Credits: 5.0 Semester: Whole Year

Programme(s): Compulsory module for M.Sc. in Management & Information Technology Programme.

Description: This module is designed to provide a streamlined progress path towards producing a personal academic project prior to carry out a major project and dissertation as part of a taught Masters programme. Students will be given the opportunity to submit and refine their plans in response to a series of lectures and workshops delivered over two semesters. Project management concepts and techniques will be introduced and reinforced by practical exercises using the capabilities of common software applications for planning. In addition generic skills will be covered which include research techniques, awareness of professional and ethical issues, document preparation, technical writing, evaluation and presentation.

Class Hour: To be arranged

Teaching: Combination of lectures and workshops

Assessment: Continuous Assessment = 100%

IS5102 Database Management Systems

Credits: 20.0 Semester: 1

Programme(s): **Compulsory** module for M.Sc. in Management & Information Technology Programme.

Optional module for Finance & Management, International Business, Management and Marketing Taught Postgraduate Programmes.

Description: It is important for managers to understand what a database is, when to use a database, and what differentiates database from spreadsheets. This module covers: different types of databases including Microsoft Access and MySQL; the most appropriate database to choose depending upon the requirements of a project; database design including critical analysis of database information management systems. Database theory will also be covered including: Rational schemas, tuples, normalization, field types, queries and reports.

Class Hour: To be arranged

Teaching: One two-hour lecture and a one-hour seminar.

Assessment: Continuous Assessment = 100%

IS5103 Web Technologies

Credits: 20.0 Semester: 2

Programme(s): **Compulsory** module for M.Sc. in Management & Information Technology Programme.

Optional module for Finance & Management, International Business, Management and Marketing Taught Postgraduate Programmes.

Description: A web application is a collection of web pages that interact with the user, with each other, and with various resources on a web server, including databases. It is important for managers to understand the different technologies that are used to develop web applications, not only to understand but to be able to discuss with web designers the needs of an organization when it comes to web sites. This module covers: Web accessibility, Cascading style sheets, and Web server technologies.

Class Hour: To be arranged

Teaching: One two-hour lecture and a one-hour seminar.

Assessment: Continuous Assessment = 100%

IS5104 Information Security Management

Credits: 20.0 Semester: tba

Programme(s): Optional module for M.Sc. in Management & Information Technology Programme.

Description: This module reviews key theoretical and practical aspects of Information Security Management. The module content covers higher level technical and theoretical issues as well as management issues such as organizational, planning, certification, auditing and governance. From the student's perspective the module introduces students to a topical field of business and IT concern via varied learning styles and in depth consideration of current issues, standards and scenarios. The module uses both block learning and individual self-learning.

Class Hour: To be arranged

Teaching: One two-hour lecture and a one-hour seminar.

Assessment: Continuous Assessment = 100%

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IS5105 IT Software Engineering Principles

Credits:	20.0	Semester:	tba
Programme(s):	Optional module for M.Sc. in Management & Information Technology Programme.		
Description:	This module reviews and summarises the key concepts in large scale software development. Personnel and skills management in explored along with the human centric processes involved in appropriating system requirements, functionality and high level descriptions necessary to guide the development of and finally assess a working system. From the student's perspective, the module does not require prior programming knowledge as the skills set developed covers process, organisational and management issues. The module uses various learning styles and strategies, including self directed learning and presentational skills.		
Class Hour:	To be arranged		
Teaching:	One two-hour lecture and a one-hour seminar.		
Assessment:	Continuous Assessment = 100%		

IS5199 Dissertation in Management & IT

Credits:	60.0	Semester:	Summer
Anti-requisite:	BS5599, MN5599		
Programme(s):	Compulsory module for M.Sc. in Management & Information Technology Programme.		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the fields of Management and Information Technologies. They are required to prepare a dissertation of not more than 15,000 words on an approved topic which shows appropriate competences in both fields. At least 25% of the work will involve IT and 25% will involve Management focus, Typically it comprises a related work review, extension of old or development of new ideas, their implementation and testing, summarised in a report, with the implementation based on sound theory and software engineering principles.		
Class Hour:	To be arranged		
Teaching:	Personal Supervision		
Assessment:	Dissertation = 100%		

MN4001 Introduction to Business Issues and Research Methods (was BS4001)

Credits:	5.0	Semester:	Whole Year
Anti-requisite:	BS4001		
Programme(s):	Compulsory module for all Taught Postgraduate Programmes within the School		
Description:	This module will be delivered in two sections. In the first semester it is designed to ensure that all students have a thorough grounding in and understanding of the language of Business and Management. In addition, there will also be a focus on familiarizing students with the key precepts of study at master level and the development of an independent approach to learning. In the second semester the module will focus on developing an appreciation of the key approaches and requirements to undertaking effective business research.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 100%		

MN5301 Application Packages for Management Research

Credits:	5.0	Semester:	2
Programme(s):	Compulsory module for the M.Res. in Management Studies Programme.		
Description:	This module is designed to enable learners to attain an advanced level of proficiency in Information Technology. As such, it aims to further develop the learner's knowledge of the theoretical concepts, principles, boundaries and scope of IT applications.		
Class Hour:	To be arranged		
Teaching:	Ten 2 hour sessions over the semester.		
Assessment:	Continuous Assessment = 100%		

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MN5302 Research Issues in Management

Credits: 20.0 Semester: 1
Programme(s): Compulsory module for the M.Res. in Management Studies programme.

Description: This module develops critical understanding and practical skills in research in Management. It focuses on the skills and knowledge involved in understanding, evaluating and conducting research in the wider management field. The module will develop and refine competencies that will occupy the students throughout their professional careers. Doing good research requires time, observation, diligence and reasoning. The module will explore issues, methods and dilemmas central to conducting and analysing research. The central theme throughout the module will be the examination of the links between the theoretical and empirical realms. In taking this module, students will experience challenges of research and, with a diligent approach, they will also experience the thrill of discovery.

Class Hour: To be arranged.
Teaching: Lectures, practicals and tutorials.
Assessment: Continuous Assessment = 100%

MN5303 Theories and Current Issues in Management

Credits: 20.0 Semester: 2
Programme(s): Compulsory module for the M.Res. in Management Studies programme.

Description: This module will consider key theories of management work organisation in the modern era; assess the practical value of different theoretical approaches; analyse seminal periods in the development of contemporary work organisation; and assess the value of established theory for analysing management and work organisation in specific sectors.

Class Hour: To be arranged.
Teaching: Lectures and seminars
Assessment: Continuous Assessment = 100%

MN5399 M.Res. Dissertation module

Credits: 60.0
Programme(s): Compulsory module for the M.Res. in Management Studies programme.

Description: This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of management studies and to prepare a 15,000-20,000 word project detailing justified conclusions and recommendations (as appropriate). The module is a core element of the M.Res. in Management Studies and is available only to students who achieve an average assessment grade of 14 or above in the 7 preceding core modules (BS 5101, 2, 3 and 4 and MN 5301, 2 and 3); and in 1 option.. Supervision of the dissertation is also provided.

Class Hour: To be arranged.
Assessment: Dissertation = 100%

MN5401 International Marketing (was BS5105)

Credits: 20.0 Semester: see below
Anti-requisite: BS5105
Programme(s): Compulsory module for International Business (Semester 2) and Marketing (Semester 1) Postgraduate Taught Programmes

Description: This module essentially involves the critical study of International Marketing. Key theories are examined carefully against the backdrop of questions such as: What is an International Marketing Strategy? How is it developed? What role does it fulfil in the organisation? The module will examine the macro and micro factors that influence and affect International Marketing. It is designed to equip students with the necessary skills to make Marketing decisions in a global context.

Class Hour: To be arranged.
Teaching: Lectures and seminars.
Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5402 Strategic Product Development (was BS5107)

Credits: 20.0 Semester: 2

Anti-requisite: BS5107

Programme(s): Compulsory module for Marketing Postgraduate Taught Programmes

Description: The success of all organisations is dependant on building a competitive portfolio of product offerings. This is a dynamic process that requires fusion of market understanding with knowledge and insights from across a business, its customer base and its supply chain. Drawing on studies of product development success this module will examine frameworks for managing new product development. This will involve an investigation of the strategic, process, organisational and cultural issues that have a direct influence on product success. The module will explore approaches within different business sectors and the relationship between product development and brand development. Special emphasis will also be paid to the critical role played by design in value enhancement. The module will conclude with an overview of product development futures and the complex challenges associated with multi-faceted product offerings associated with the rapidly evolving experience economy.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

MN5403 Marketing Research (was BS5103)

Credits: 20.0 Semester: 2

Anti-requisite: BS5103

Programme(s): Compulsory module for Marketing Postgraduate Taught Programme

Description: This module introduces students to the theories of research and to the practical demands of data collection and analysis. The module covers research philosophies, types of data and the associated techniques for its collection, including quantitative and qualitative methods. Practical use of computer packages for data analysis and analysis techniques is included. This module also provides a strong insight into the theoretical and methodological unpinning for the dissertation.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5404 Marketing Communications & Buyer Behaviour (was BS5104)

Credits: 20.0 Semester: 1

Anti-requisite: BS5104

Programme(s): Compulsory module for Marketing Postgraduate Taught Programme

Description: The aim of this module is to familiarise students with the concepts, theories and analytical techniques within marketing communications and buyer behaviour. This will allow them to understand how we are influenced and marketing communications' role in this. At the core of marketing is the customer (consumer or business). This module will examine customers' perceptions, motivations, social influences and decision making processes before exploring branding, advertising, the full range of promotional tools and the issues with these and how to evaluate the success of marketing communications. Throughout the module, the aim will be to balance the practice and the theory; students will be asked to critically evaluate the theories, concepts and examples that are presented as well as engaging in further reading to broaden their knowledge base.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5421 Managing People in Global Markets (was BS5203)

Credits: 20.0 Semester: 2

Anti-requisite: BS5203

Programme(s): Compulsory module for International Business Taught Postgraduate Programme

Description: The module focuses on the management of human resources in global markets and will help participants understand the problems of managing people in an international/multinational context. One of the most important trends in the development of modern economies is the increased globalization of business. Notwithstanding its economic and social impact, however, globalization is having a significant impact on how we manage people, not only in multinational enterprises but in our indigenous companies as, increasingly, we borrow ideas on “best practice” from overseas. Such efforts at globalization, whilst generally successful in bringing economic success, have been fraught with problems, which are often the consequence of ethnocentric management teams and their attempts to export US-style “best practice” human resource management to other countries. Thus, it is critically important for globalizing firms to make sensible and contextually-sensitive decisions in key areas of human resource management, which take into account institutional, cultural and psychological differences between parent company institutions, values and practices, those of host countries and those of third country nationals employed to work in global organizations. These decisions usually concern such areas as how people are organized, recruited, selected, deployed, developed, motivated, compensated and how their performance is managed. They also focus on whether or not global organizations employ uniform human resource practices in their various locations throughout the world. Ultimately, effective international human resource management (IHRM) rests on a thorough understanding of the problems of managing people from different backgrounds and this module attempts to explore such problems in-depth and help students apply their understanding to practical managerial situations.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5423 Global Business Strategy (was BS5205)

Credits: 20.0 Semester: 1

Anti-requisite: BS5205

Programme(s): Compulsory module for International Business Taught Postgraduate Programme.

Description: International business strategy is a broad but at the same time synthetic discipline which comprises elements of the international political economy, financial aspects and strategic planning and implementation. This module draws these elements together in the context of the international business environment and seeks to define optimal paths to competitive advantage within this complex and fast-changing business context. The module introduces a wide variety of themes, explanations and interpretations that characterise strategic management. The module will challenge students to consider strategic problems in a rigorous manner and a suitable balance between strategic planning and strategy implementation is maintained.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5424 Corporate Finance and Accounting in a Global Context

Credits: 20.0 Semester: 1

Anti-requisite: BS5204, MN5422

Programme(s): Compulsory module for International Business Taught Postgraduate Programme.

Description: The module will introduce students to the basic principles and practices of accounting and corporate finance. The first half of the module will concentrate on teaching students financial accounting and reporting via the accounting equation method; this will enable students to become familiar with accounting techniques and develop an understanding of financial statements and methods employed in their creation. The second half of the module will introduce corporate finance concepts such as capital structure, the CAPM, and investment appraisal techniques. The module will employ case studies to highlight to students how these principles are employed within industry; the case studies will be based in an international setting.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5441 Financial Accounting Information and Analysis (was BS5310)

Credits: 20.0 Semester: 1
Anti-requisite: BS5310
Programme(s): Compulsory module for Finance and Management, Management, and Management (HRM) Taught Postgraduate Programmes.

Description: This module is designed to provide the basic level of familiarity with accounting and finance that all managers need. The module will emphasise the construction and interpretation of the cash flow statement, the profit and loss account and the balance sheet. It will provide a brief insight into the provision of accounting information for management and will provide a brief introduction to the financing of business and corporate interactions with financial markets in advanced capitalism. The module will conclude by examining the analysis of publicly available corporate financial information and the strengths and limitations of the information for understanding corporate performance.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, Two Hour Examination = 50%

MN5442 Corporate Financial Management (was BS5311)

Credits: 20.0 Semester: 1
Anti-requisite: BS5311
Programme(s): Compulsory module for Finance and Management Taught Postgraduate Programme.

Description: Financial decisions are made at all levels of management and thus are at the very heart of all organisations. Managers have broadly three major responsibilities in the financial domain which include investment decisions, financing decisions and managing financial risks. Sound financial decisions can help ensure the survival of organisations in an uncertain global environment. Broadly, this module will deal with the first two tasks. The aim of this module is to provide an introduction to modern theories of financial management and to show how to apply the theory to realistic financial decision problems.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 30%, Two Hour Examination = 70%

MN5443 Research Methods in Finance and Management (was BS5315)

Credits: 20.0 Semester: 2
Anti-requisite: BS5315
Programme(s): Compulsory module for Finance and Management Taught Postgraduate Programme.

Description: The aim of this module is to provide students with an understanding of issues involved in the design of research projects within a finance and management discipline. This module aims to use recent seminal published work in selected areas of finance and management to examine issues of research design and methodology and, in doing so, aims to help students develop a critical perspective on research development and its contribution to the practice of finance and management. In particular, the module will cover areas such as identifying research areas, writing a literature review, identifying appropriate research techniques as well as the more technical aspects of quantitative research.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

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MN5444 Strategic Financial Management (was BS5316)

Credits: 20.0 Semester: 2

Anti-requisite: BS5316

Programme(s): Compulsory module for Finance and Management Taught Postgraduate Programme.

Description: The aim of this module is to equip students with the capability of being able to manage complex strategic and financial related situations. This module will apply important analytical tools for making sound decisions in the areas of mergers and acquisitions, valuation and corporate restructuring. Overall, this module will utilize the significant linkages between these areas, as well as between financial strategy and overall strategy management, to help strengthen their firm's competitive advantage. An understanding of strategic management and corporate financial techniques is essential to assessing and developing an organisation's strategy to ensure they are matching the company's strategic advantages to the business environment in which they operate and the module seeks to address this requirement.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5461 Strategic Management in the Information Age (was BS5501)

Credits: 20.0 Semester: 2

Anti-requisite: BS5501

Programme(s): Compulsory module for the M.Sc. in Management, Management (HRM), Management & Information Technology Programmes.

Description: Over the last three decades one of the most significant global trends has been the rapid technical development of information technology and the parallel intensification in the commercial and administrative use of this technology by organisations. In this context this module will develop students' knowledge and understanding of the strategy process and develop an appreciation of organisational responses to the rapidly changing global economy. In addition to this, the module will develop a critical understanding of the challenges of operating in the information age and will also develop awareness of the range of approaches to organisational strategy; its purpose and the process of aligning corporate strategy with operational strategies in the knowledge economy. The module will challenge students to evaluate organisational processes, including marketing and promotion, logistics and supply chain management, in a rigorous manner and develop an understanding as to how organisational resources can be harnessed to respond to the organisational challenges of operating in an age of rapidly and easily accessible information.

Class Hour: To be arranged.

Teaching: One two-hour lecture and a one hour seminar.

Assessment: Continuous Assessment = 50%, Two Hour Examination = 50%

MN5470 Managing Human Resources (was BS5015)

Credits: 20.0 Semester: 1

Anti-requisite: BS5015

Programme(s): **Compulsory** module for Management & Information Technology, Management, and Management (HRM) Taught Postgraduate Programmes.

Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School.

Description: This module reviews the key theoretical and practical aspects involved in managing human resources. The module content covers both the strategic and operational requirements necessary to secure, develop, reward and retain employees and to ensure their maximum contribution to organisational performance requirements. Individual, organisational and contextual factors that influence the management of people are also considered and throughout there is an emphasis on the critical, analytical and evaluative study of the subject.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5471 Marketing: Principles and Practice

Credits: 20.0 Semester: 2

Programme(s): Compulsory module for Management & Management (HRM) Taught Postgraduate Programmes.

Description: Marketing is a pervasive social phenomenon, influencing our perceptions and behaviours. We are all in daily contact with the marketing activities of firms, governments and a range of other organisation sand we have all observed and experienced aspects of marketing practice throughout our daily lives. Adopting primarily a managerial perspective, this module will offer a critical review of current theory and practice and look at how marketing is evolving in light of changes to the business context. This module will introduce students to the nature and scope of marketing and its role in society. The importance of identifying, understanding and satisfying customers will be highlighted and approaches to segmenting markets and identifying target market swill be reviewed. Marketing activities will be considered within the context of the marketing mix and other managerially-determined variables. The importance of marketing research and the associated processes will be discussed.

Class Hour: To be arranged.

Teaching: Lectures and tutorials.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5472 Research Issues in Business, Management and Marketing (was BS5131)

Credits: 20.0 Semester: 1

Anti-requisite: BS5131

Programme(s): **Compulsory** for Management & Management (HRM) Taught Postgraduate Programmes
Optional module for all Taught Postgraduate Programmes in the School.

Description: This option module seeks to develop critical understanding and practical skills in research in the subject specific to Management. The module will develop and refine competencies that will occupy you throughout your professional career. Doing good research requires time, observation, diligence and reasoning. The module will explore issues, methods and dilemmas central to conducting and analysing management research. The central theme throughout the module will be the examination of the links between the theoretical and empirical realms. In taking this module the student will experience the challenges of research.

Class Hour: 11.00 am – 1.00 pm Wednesday.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment (Two 2,000 word written assignments) = 100%

MN5480 Human Resource Development

Credits: 20.0 Semester: 2

Prerequisite: MN5470 (successfully completed with minimum 13.5 GPA)

Programme(s): **Compulsory** module for Management (HRM) Taught Postgraduate Programme.
Optional module for Management Taught Postgraduate Programmes.

Description: The changing nature of organisations, work and employment places an emphasis on the need for continuous learning and development of people associated with the organisation (both employees and others). For individuals human resource development (HRD) activities enhance employability, human capital and career management. For the organisation, performance management and improvement are underpinned by processes that promote individual and organisational learning. Informed by this 'mutual' approach to the need for, and potential benefits of, HRD in the organisation, the module will explore the context, content, processes, outputs and outcomes of learning and development activities within the organisation and the need for these to reflect an integrated and strategic approach.

Class Hour: To be arranged.

Teaching: Lectures and practicals

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5498 Group Dissertation (was BS5198)

Credits:	60.0	Semester:	2
Anti-requisite:	BS5198, BS5199, MN5499		
Prerequisites:	An average of at least 13.5 in the preceding semester 1 and semester 2 core and option modules (to a total of 120 credits)		
Programme(s):	Either MN5498 or MN5499 is a Compulsory module for M.Litt. in Finance and Management, International Business and Marketing		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. This is a core element of the M.Litt. and is only available to students who achieve an average assessment grade of 13.5 or above in their GPA for the 6 preceding taught modules in semesters 1 and 2 (to a total of 120 credits) core and option modules. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided. Each group will comprise up to 6 students. The group dissertation will comprise 70% of the assessment; the remaining 30% will be awarded for an individual report and log book. The individual report should either critically reflect upon working in a multi-cultural project team or on a specific topic related to the group project in both cases the exact topic for the individual report will require supervisor approval.		
Class Hour:	Workshops to be arranged.		
Teaching:	4 one hour lectures and 4 two hour workshops. Students will then be given 6 hours of supervision.		
Assessment:	15,000 word group dissertation report = 70%, 3,000 word individual report = 30%		

MN5499 Dissertation Module (was BS5199)

Credits:	60.0	Semester:	2
Anti-requisite:	BS5198, BS5199, MN5498		
Prerequisites:	An average of at least 13.5 in the preceding semester 1 and semester 2 core and option modules (to a total of 120 credits)		
Programme(s):	Either MN5498 or MN5499 is a Compulsory module for M.Litt. in Finance and Management, International Business and Marketing		
Description:	This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. This is a core element of the M.Litt. and is only available to students who achieve an average assessment grade of 13.5 or above in their GPA for the preceding taught modules in semesters 1 and 2 (to a total of 120 credits). Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided.		
Class Hour:	Workshops to be arranged.		
Teaching:	Up to 6 hours supervision per student.		
Assessment:	Continuous Assessment = 100%		

MN5504 Technology and Toil: Work and Workplace Relations in the 19th and 20th Centuries (was BS5134)

Credits:	20.0	Semester:	2
Anti-requisite:	BS5134		
Programme(s):	Optional module for all Postgraduate Taught Programmes in the School.		
Description:	This module examines, on both a theoretical and practical level, the impact of technological change on working methods in a defined range of economic activities, from coalmining to call centres, during the nineteenth and twentieth centuries and analyses the way these changes influenced the nature and tempo of industrial relations in these sectors of the economy. Important theoretical debates regarding deskilling, flexible specialization and Fordism will be addressed, and set against the actual historical experience of work. The module will emphasise strongly the Scottish experience of such far-reaching technological changes, although students will be encouraged to assess similar changes and their impact in the context of their own national experiences.		
Class Hour:	To be arranged.		
Teaching:	Lectures and seminars.		
Assessment:	Continuous Assessment = 50%, 2 Hour Examination = 50%		

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MN5551 Marketing and Organisations (was BS5013)

Credits: 20.0 Semester: 2

Anti-requisite: BS5013

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: This module critically challenges the view that a marketing orientation is a precursor for success in business environments. Alternative views are explored and critiqued against the backdrop of theories of organisational design. Specifically, the module shows how organisations can be analysed, designed and changed through the medium of different images of organisation. Drawing heavily on the seminal work by Gareth Morgan, each image focuses attention to significant aspects of the organizing process, and provides a distinctive means of understanding and managing organisations. The module is designed to show how marketing managers and any other organisational member can use these images of organisations as tools for guiding and informing action. Two key themes in the module are change and internationalisation: change because there is rarely anything which is “fixed” about organisational life; one way of looking at organisations is that they are always in a state of becoming; internationalisation because looking at organisations and theories from other countries helps you to understand your own organisations from a much wider and more valuable perspective.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5552 Marketing Planning and Strategy (was BS5014)

Credits: 20.0 Semester: 1

Anti-requisite: BS5014

Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School.

Description: Drawing on the previous knowledge in the fundamentals of marketing and buyer behaviour modules, this module explores the conceptual and operational issues inherent in achieving a market orientation and the analytical tools available to marketing managers. The aim of the module is to provide students with a critical understanding of the role of marketing within organisations, and the benefits of adopting a marketing orientation, to provide a knowledge of the tools available to marketing managers in developing marketing strategies and evaluation strategies for assessing marketing success.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5553 E-Business (was BS5120)

Credits: 20.0 Semester: 1

Anti-requisite: BS5120

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: This module examines different models and perspectives for e-business related strategies and actions in order to develop effective deployment strategies for the ‘new’ technologies. Whilst attention is often exclusively focused on the main issues surrounding buying and selling over the Internet this module also acknowledges the fact that there are many issues for strategy and action across the whole supply chain. As such, online buying and selling practice as well as the activities of servicing customers (pre and post-sale), collaborating with partners and transacting inside the organisation are evaluated. Finally, as all of these activities are conducted via applications that are enabled by an infrastructure the module also provides an overview of some key infrastructure elements.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5554 Marketing and Society (was BS5121)

Credits: 20.0 Semester: 2

Antirequisites: BS5121, BS5132, MN5558

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: This module examines the effects of marketing on societies. The powerful social and cultural influence of marketing has been widely recognised. Through branding and communication marketing shapes consumption, identity and relationships. Our appearance, ideas and behaviour are influenced by marketing in ways more subtle and pervasive than we might think. What we eat, drink and wear; where we live and how we travel; our work and leisure; even the most intimate details of our lives respond to the powers of marketing. The future of marketing is challenged by the negative connotations of globalisation. Actions by certain firms have caused strong reactions to negative effects on workers, consumers and environments, such that a plethora of anti-corporate protest movements has been mobilised in recent decades.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

MN5555 Business Marketing (was BS5124)

Credits: 20.0 Semester: 2

Anti-requisite: BS5125

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: Industrial or business-to-business marketing (B2B) is concerned with the marketing of goods and services to commercial enterprises, institutions, governments, or other organizations. As such it differs considerably from most marketing courses that focus on the marketing of goods to final consumers (i.e., business-to-consumer marketing or B2C). B2B marketing deals with individuals and groups that represent organizations, some of whom may be larger and more powerful than the firm selling to them. In addition, these individuals often are trained specifically as professional buyers or have significant product knowledge. Finally, B2B markets are subject to derived demand that is frequently volatile in nature.

This module will focus on a wide range of issues including supply chain management, organizational buying behaviour, buyer-seller relationships, relationship marketing, partnering and strategic alliances, as well as the traditional 4 Ps.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5556 Consumption, Markets and Culture (was BS5130)

Credits: 20.0 Semester: 1

Anti-requisite: BS5130

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: The module charts the historical development of consumer societies and explores the benefits, problems and challenges which these present for policy makers and for consumers. The module aims to be theoretically challenging in stimulating discussion about topics such as the changing perceptions of space and time; power; exchange needs and values; semiotics and consumer identity from different theoretical perspectives.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5599 Dissertation in Management & IT (was BS5599)

Credits: 60.0 Semester: Summer

Anti-requisite: IS5199, BS5599

Programme(s): Compulsory module for M.Sc. in Management & Information Technology Programme.

Description: This module provides students with the opportunity to undertake an in-depth investigation into issues within the fields of Management and Information Technologies. They are required to prepare a dissertation of not more than 15,000 words on an approved topic which shows appropriate competences in both fields. At least 25% of the work will involve IT and 25% will involve Management focus, Typically it comprises a related work review, extension of old or development of new ideas, their implementation and testing, summarised in a report, with the implementation based on sound theory and software engineering principles.

Class Hour: To be arranged

Teaching: Personal Supervision

Assessment: Dissertation = 100%

MN5602 Markets, Society and the Environment (was BS5320)

Credits: 20.0 Semester: 1

Anti-requisite: BS5320

Programme(s): Optional module for all Postgraduate Taught Programmes in the School.

Description: In the last ten years one of the most significant global trends has been a growing concern over globalisation and the increasing awareness of environmental change and anxiety and how this will affect society. The role of financial markets in these trends and how such developments will affect the operation of organisations (including public, private and third sector organisations in a wide variety of industries) come to the fore in this context. This module focuses on how such changes are likely to be experienced by the financial markets and by organisations influenced by those various markets. As an illustration, the module will include an examination of: (a) the market for funds (i.e. the capital market), (b) the market for regulation (especially the taxation system) and (c) the market for funds internally within the organisation (in the form of capital budgeting and project appraisal).

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

MN5603 Governance and Ethics (was BS5321)

Credits: 20.0 Semester: 2

Anti-requisite: BS5321

Programme(s): Optional module for all Postgraduate Taught Programmes in the School.

Description: Corporate governance embraces a vast area of study but is concerned primarily with how corporations are directed and controlled. Ethics is an even wider area of study concerned with the codes, practices and principles by which a society is guided and by which it should be judged. This module explores the theory, regulation and practice of corporate governance, examines the economic, legal and moral foundations for different approaches to governance and the conflicts that such criteria may raise for society's aspirations for and control of its economic organisation. The interplay between financial markets and corporate governance is a pressing and complex matter which this module will explore.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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MN5607 International Financial Management (was BS5335)

Credits: 20.0 Semester: 1

Anti-requisite: BS5335

Programme(s): Optional module for all Postgraduate Taught Programmes in the School.

Description: From daily financial management to long term strategic decision making, a full understanding of international finance is essential for all business managers. This module begins with the international monetary frameworks and the conduct of monetary policies in major developed economies. An essential feature of international finance is the crucial role of foreign exchange rate when cross-border transactions and capital flows occur. The determination and forecast of exchange rates and their interdependence with interest rates is discussed, together with the international money and capital markets and capital flows. Recent decades saw an explosion of new derivative products to hedge risks and an understanding of basic derivatives such as options and future/forward is required of the modern business manager.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 50%, Two Hour Examination = 50%

MN5608 Risk Management (was BS5336)

Credits: 20.0 Semester: 2

Anti-requisite: BS5336

Programme(s): Optional module for all Taught Postgraduate Programmes in the School.

Description: The last two decades have witnessed a spectacular change and growth in financial markets (equity markets, foreign exchange markets, euromarkets and international bond markets). This has brought a new breed of investors that see the role of managers as enhancing their shareholder value and protecting their wealth from potential risk. One of the challenging tasks of managers in recent years has been to manage the exposure to risks that arises from corporate decisions. The 1980s witnessed a resurgence of mergers, acquisitions and take-overs. This brought about new ways of financing such activities with project evaluation, funding and hedging have to be considered together. The principal aim of this module is to provide an introduction to managing the exposure to risk and to apply relevant theories to realistic financial decision problems. This module will also deal with assessing and measuring non-financial risks and their importance in the decision making processes within the firm.

Class Hour: To be arranged.

Teaching: Lectures and tutorials.

Assessment: Continuous Assessment = 50%, Two Hour Examination = 50%

MN5751 Managing Creative Industries (was BS5016)

Credits: 20.0 Semester: 2

Anti-requisite: BS5016

Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School.

Description: The creative industries are an area of growing economic importance, both in terms of employment and GDP. This module introduces students to some of the managerial and organisational challenges that are faced in industries that rely on the identification and exploitation of creative intellectual capital. Issues that are addressed include: the structure and nature of creative industries; the institutional support that sustains creative industries; managing the inherent uncertainty of demand for the creative product; managing creative individuals and teams and tensions between economic and creative interests.

Class Hour: To be arranged.

Teaching: Two hour lectures.

Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

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SS5101 Being a Social Scientist: Skills, Processes and Outcomes

Credits: 15.0 Semester: 1

Programme(s): Compulsory module for the M.Res. in Management Studies programme

Description: This module focuses on developing students' specific research thinking and writing skills in a practically based way. Thus, the module will address the nature of being a research social scientist including exploring some of the ethical issues involved. The module will also consider selecting suitable research questions and framing these as appropriate for Masters and PhD dissertations.

Class Hour: To be arranged

Teaching: 3 hour lecture, fortnightly

Assessment: Continuous Assessment = 100%

SS5102 Philosophy and Methodology of the Social Sciences

Credits: 15.0 Semester: 2

Programme(s): Compulsory module for M.Res. in Management Studies

Description: Beginning with a discussion of the evolution of the social sciences, this module addresses central philosophical questions of social science including discussion of epistemological and methodological aspects of positivism and interpretivism.

Class Hour; To be arranged.

Teaching: Details to follow.

Assessment: Continuous Assessment = 100%

SS5103 Qualitative methods in Social Research

Credits: 15.0 Semester: 2

Programme(s) Compulsory module for M.Res. in Management Studies

Description: This module offers both a theoretical and practical introduction to qualitative research. The diversity of the approaches to qualitative research will be addressed but the focus of the module is primarily practical necessitating the active participation of students.

Class Hour: To be arranged

Teaching: 2 hour, weekly

Assessment: Continuous Assessment = 100%

SS5104 Quantitative Research in Social Science

Credits: 15.0 Semester: 1

Programme(s) Compulsory module for M.Res. in Management Studies

Description: This module will cover basic concepts and approaches to quantitative research in the social sciences in order to provide students with the basic quantitative tools for collecting, organising and analysing data.

Class Hour: To be arranged

Teaching: Details to follow

Assessment: Continuous Assessment = 100%