

## School of Management

### Head of School

Professor P McKiernan

### Degree Programmes

Postgraduate Diploma:

Corporate Social Responsibility  
Finance and Accounting  
Finance & Management  
International Business  
Management & Information Technology  
Management  
Management (HRM)  
Managing in the Creative Industries  
Marketing

M.Litt.:

Corporate Social Responsibility  
Finance and Accounting  
Finance & Management  
International Business  
International Business and Strategy  
Management  
Management (HRM)  
Managing in the Creative Industries  
Marketing

M.Sc.:

Management & Information Technology

M.Res.:

Management Studies

### Programme Requirements

#### Corporate Social Responsibility

Postgraduate Diploma:

80 credits including MN5423, MN5603, MN5841, MN5842, plus 40 credits from IS5102, IS5103, MN5470, MN5472, MN5501-MN5770 plus 5 credits from MN4001

M.Litt.:

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

#### Finance and Accounting

Postgraduate Diploma:

80 credits including MN544, MN5442, MN5443, MN5450, plus 40 credits from MN5470, MN5603, MN5607, MN5611, MN5612, plus 5 credits from MN4001

M.Litt.:

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

#### Finance & Management

Postgraduate Diploma:

80 credits from MN5441 - MN5460, plus 40 credits from IS5102, IS5103, MN5470, MN5472, MN5480, MN5501 - MN5770, MN5841, 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, MN5841 plus 5 credits from MN4001

M.Litt.:

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

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **International Business & Strategy**

M.Litt.: 120 credits from Moscow State University and 60 credits from MN5423, MN5472, and MN5501, *either* MN5498 *or* MN5499

### **Management**

Postgraduate Diploma: 100 credits including MN5424, MN5461, MN5470, MN5471, MN5472, 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)**

Postgraduate Diploma: 120 credits including MN5424, MN5461, MN5470, MN5471, MN5472, MN5480, 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 15 credits from one of the optional modules from the School of Management Taught Postgraduate suite of Modules (in consultation with M.Res. Director) plus MN5399.

### **Managing in the Creative Industries**

Postgraduate Diploma: 120 credits from MN5491 - MN5496 and MN5472

M.Litt.: 120 credits as for the Postgraduate Diploma plus *either* MN5498 *or* MN5499

### **Marketing**

Postgraduate Diploma: 80 credits from MN5401 - MN5420, plus 40 credits from IS5102, IS5103, MN5470, MN5472, MN5480, MN5501 - MN5770, MN5841 plus 5 credits from MN4001

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, MN5481, and 20 credits from IS5104, IS5105, IS5106

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

## **Modules**

### **IS5101 Academic Project Planning**

Credits: 5 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, seminars and practical classes.

Assessment: Continuous Assessment = 100%

### **IS5102 Database Management Systems**

Credits: 20 Semester: 1

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

Description: It is important for managers to understand what a database is, when to use a database, and what differentiates a database from a spreadsheet. This module covers: different types of database management systems including Microsoft Access and MySQL; the most appropriate database management system to choose depending upon the requirements of a project; database design including including E-R modelling. Database theory will also be covered including: Relational schemas, relational algebra, normalization, and Structured Query Language.

Class Hour: To be arranged

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

Assessment: Continuous Assessment = 100%

### **IS5103 Web Technologies**

Credits: 20 Semester: 2

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

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 = 60%, Two Hour Examination = 40%

### **IS5104 Information Security Management**

Credits: 20 Semester: 2

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 = 60%, Two Hour Examination = 40%

## Management – 5000 Level Modules 2009/10 – November 2009

### IS5105 IT Software Engineering Principles

Credits:	20	Semester:	1
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 is 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 = 60%, Two Hour Examination = 40%		

### IS5106 Digital Media

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Sc. in Information Technology Programme.		
Description:	Effective communication of information increasingly relies on digital media technology as a means of production and or delivery. This practically orientated module considers a variety of solutions for printed materials and interactive or online presentations. Using industry standard software it looks at digital typography, image generation and manipulation, animation and illustration techniques and their application to create appropriate and effective communication media.		
Class Hour:	To be arranged		
Teaching:	Three lectures, a tutorial and a practical.		
Assessment:	Continuous Assessment = 100%		

### IS5199 Dissertation in Management & IT

Credits:	60	Semester:	Summer
Prerequisite:	Admission to dissertation phase of the M.Sc.		
Anti-requisite:	MN5599		
Programme(s):	Component of M.Sc. in Management & Information Technology Programme, compulsory except where replaced by MN5599.		
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, especially in IT. 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. The project may be a team project but the dissertation will be an individual one.		
Class Hour:	To be arranged		
Teaching:	Personal Supervision		
Assessment:	Dissertation = 100%		

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

Credits:	5	Semester:	Whole Year
Anti-requisite:	BS4001		
Programme(s):	Compulsory module for all Taught Postgraduate Programmes within the School except Managing in the Creative Industries and M.Sc. Management and Information Technology.		
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%		

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5301 Application Packages for Management Research

Credits: 5 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%

### MN5302 Research Issues in Management

Credits: 20 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 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

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%

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **MN5401 International Marketing (was BS5105)**

Credits:	20	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%		

### **MN5402 Strategic Product Development (was BS5107)**

Credits:	20	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	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%		

## Management – 5000 Level Modules 2009/10 – November 2009

### **MN5404 Marketing Communications & Buyer Behaviour (was BS5104)**

Credits: 20 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%

### **MN5421 Managing People in Global Markets (was BS5203)**

Credits: 20 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 Semester: 1

Anti-requisite: BS5205

Programme(s): Compulsory module for International Business and International Business & Strategy Taught Postgraduate Programmes.

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%

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **MN5424 Corporate Finance and Accounting in a Global Context**

Credits: 20 Semester: 1  
Anti-requisite: BS5204, MN5422  
Programme(s): Compulsory module for International Business, Management and Management (HRM) 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%

### **MN5441 Financial Accounting Information and Analysis (was BS5310)**

Credits: 20 Semester: 1  
Anti-requisite: BS5310  
Programme(s): Compulsory module for Finance and Management 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 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 = 50%, Two Hour Examination = 50%



## Management – 5000 Level Modules 2009/10 – November 2009

### **MN5443 Research Methods in Finance and Management (was BS5315)**

Credits: 20 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%

### **MN5444 Strategic Financial Management (was BS5316)**

Credits: 20 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%, Two Hour Examination = 50%

### **MN5450 Management Accounting**

Credits: 20 Semester: 2

Programme(s): Compulsory module for the M.Litt. in Finance & Accounting Programme.

Description: Management Accounting is central to the internal functioning of an organization. It provides the techniques to make decisions on investments, calculate the costs of producing goods and services, manage budgets, measure performance and help execute an organization's strategy. The module will provide a comprehensive introduction to practices that are central to management accounting, it will also highlight the role that management accountants play in contemporary organizations.

Class Hour: To be arranged.

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

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

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5461 Strategic Management in the Information Age (was BS5501)

Credits:	20	Semester:	2
Anti-requisite:	BS5501		
Programme(s):	Compulsory module for the Management, Management (HRM), Management & Information Technology Taught Postgraduate 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	Semester:	1
Anti-requisite:	BS5015		
Programme(s):	<b>Compulsory</b> module for Management & Information Technology, Management, and Management (HRM) Taught Postgraduate Programmes. <b>Optional</b> module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries.		
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%		

### MN5471 Marketing: Principles and Practice

Credits:	20	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 and 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 will 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%		

## Management – 5000 Level Modules 2009/10 – November 2009

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

Credits: 20 Semester: 1

Anti-requisite: BS5131

Programme(s): **Compulsory** for Management & Management (HRM), International Business & Strategy, and Managing in the Creative Industries Taught Postgraduate Programmes

**Optional** module for M.Res. in Management Studies, and all other 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: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

### MN5480 Human Resource Development

Credits: 20 Semester: 2

Prerequisite: MN5470 or equivalent

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

**Optional** module for M.Res. in Management Studies, and all other Management Taught Postgraduate Programmes except Managing in the Creative Industries.

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%

### MN5491 Understanding the Creative Industries

Credits: 20 Semester: 1

Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module gives students an introduction to the teaching and learning philosophy behind the programme and the theoretical framework that will be presented in order to understand the nature of the creative industries. It then introduces the creative industries, their positioning within the economy and some of the challenges posed by their organization and management. It considers why creative industries feature as part of national economic strategies at this particular point in time; the extent to which creative industries pose managerial and organizational issues distinct from other industries; and some of the challenges facing creative industries given changing economic, social and technological contexts.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5492 The Creative Process

Credits: 10 Semester: 1  
Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module examines the creative foundations of creative industries, i.e. their intellectual capital. In doing so the module examines some of our understandings of creativity, how ideas become recognised and designated creative and accordingly recognised as intellectual capital; the nature of the creative process; some of the barriers to creativity and some of the prescriptions as to how creativity may be facilitated. It also considers the protection of intellectual capital through intellectual property rights.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

### MN5493 Understanding Social Dynamics

Credits: 10 Semester: 2  
Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: The module examines the nature and role of social capital and how this functions within the creative industries. In particular, it considers the nature and function of social networks, how these function and the value of their analysis in understanding social activities. The module considers network identification; how social networks are maintained and enhanced both at the industry and individual interactional levels, and considers some of the skills involved in sustaining successful interaction. The module also introduces and explores the concept of cultural capital and how this operates in terms of creating and structuring consumers and audiences for, and within, the creative industries.

Class Hour: To be arranged.

Teaching: Lectures and seminars

Assessment: Continuous Assessment = 100%

### MN5494 Business Planning and Entrepreneurship

Credits: 20 Semester: 2  
Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module introduces students to the foundations of the business start up process. In doing so, it considers the process of writing business plans, including the identification of business ideas and business opportunities; the potential sources of, and processes for the acquisition of, economic capital; market analysis, positioning and marketing planning. It also considers the function of business plans, their roles and limits. It also considers some of the issues that face business start ups and entrepreneurship.

Class Hour: To be arranged.

Teaching: Lectures and seminars

Assessment: Continuous Assessment = 100%

### MN5495 Managing in a Complex Environment

Credits: 20 Semester: 1  
Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module considers some of the challenges facing the creative industries and factors that can affect its future prosperity and sustainability. In doing so, it examines some of the strategies that can be adopted to try and identify longer term changes that may affect the creative industries and planning for such scenarios, and critically examines the strengths and weaknesses of approaches to scenario planning.

Class Hour: To be arranged.

Teaching: Lectures, seminars and occasional tutorials.

Assessment: Continuous Assessment = 100%

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5496 Valuing and Evaluation

Credits: 20 Semester: 2

Programme(s): **Compulsory** module for Managing in the Creative Industries Taught Postgraduate Programme.

Description: This module considers how value is ascribed to functions and activities within the creative industries. It does so firmly by examining understandings of economic value in accounting and financial management, including budgeting and cash flow, through which financial value is ascribed to business activity. It then broadens consideration of value with an examination of the policy contexts within which creative industries function and how considerations of value are ascribed to their functioning including such issues as heritage and cultural appreciation, and economic impact.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

Assessment: Continuous Assessment = 100%

### MN5498 Group Dissertation (was BS5198)

Credits: 60 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, Management, Management (HRM) 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 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, Management, Management (HRM) 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%

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5501 Scenario Thinking and Strategy

Credits: 20 Semester: 1

Programme(s): **Compulsory** module for International Business & Strategy Taught Postgraduate Programme.  
**Optional** module for all other Taught Postgraduate Programmes in the School

Description: The structure of environments facing organisations or nations can lie on a scale where the ends represent the static and simple interplay of variables or their dynamic and complex counterparts. The former can best be understood by formal and systematic analysis where the use of quantitative forecasting techniques is especially useful. The latter, which represents the structure of many global sector and market environments, is best analysed using softer, qualitative techniques. Of these, scenario thinking has gained significant ground since its commercial birth in the 1960s. It involves the careful building of stories about how potential futures might evolve. This module will develop understanding of the complexity of environments through the use of scenarios and demonstrate the use of scenarios in public policy and strategy development. The methodologies are many and require multi-disciplinary input ranging from history, social anthropology, ethics, political economy, meteorology, global affairs amongst others.

Class Hour: To be arranged.

Teaching: One lecture, one seminar.

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

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

Credits: 20 Semester: Either

Anti-requisite: BS5134

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

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%

### MN5508 Issues in International Business Law (was BS5220)

Credits: 20 Semester: Either

Anti-requisite: BS5220

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

Description: This module involves a comprehensive examination of the legal regulation of international business. From an examination of fundamental concepts, it proceeds to a comparative, national perspective of modes of legal regulation of business. The national context is linked to the international institutional and substantive legal framework of international commercial transactions. Having looked at existing principles, emergent legal structures at a regional level (such as the EU), and the globally like the World Trade Organisation (WTO) will be analysed. This will enable an examination of the management of law and legal considerations within the international business enterprise, and seek to anticipate how legal considerations may be integrated into the organisation.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

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

**MN5509 Public Relations**

Credits: 20 Semester: Either  
Programme(s): Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.

Description: Public relations, or PR, is a term used to describe a wide variety of techniques designed to improve communications between an organisation and its various stakeholders or publics. These publics may include employees, investors, customers and the wider community in which an organisation operates. From a marketing perspective, PR is an important part of the communications mix. Businesses are increasingly integrating PR with advertising, sales promotion, personal selling and/or electronic communications to improve the effectiveness of marketing communications. Because PR tends to utilise non-paid channels of communication, such as the news media, it is an increasingly tempting way for small businesses, non-profit organisations, advocacy groups and individuals such as politicians who have limited budgets to communicate with their stakeholders. However, PR is not without its critics. It is difficult to control how corporate messages may be interpreted and disseminated by the news media. Some organisations or individuals may be tempted to twist the facts to give only one side of a story or issue or to try to put the questionable activities in a positive light. In these cases PR may be dismissed as “spin”. As a result, ethical issues are an important focus of public relations research, education and practice. This module will examine both ethical and managerial issues and will aim to improve students’ public relations skills.

Class Hour: To be arranged.  
Teaching: One lecture, one seminar  
Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

**MN5510 Entrepreneurs and Entrepreneurship**

Credits: 20 Semester: Either  
Programme(s): Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.

Description: The module will provide an insight into the nature and identity of entrepreneurship by critically analyzing the way entrepreneurial activity creates economic wealth/social value; and will impart an understanding of individual entrepreneurship, corporate entrepreneurship and social entrepreneurship. This module is based on case studies of some well known entrepreneurs and entrepreneurial organizations - firms such as Apple, Nokia and Google; and entrepreneurs such as Andrew Carnegie, Souter/Gloag, Taddy Blecher and Steve Jobs. It will consider the corporate culture and organization of entrepreneurial firms and enable students to consider what it would be like to work for such firms.

Class Hour: To be arranged.  
Teaching: One lecture, two seminars  
Assessment: Continuous Assessment (individual essay = 25%, group project = 25%) = 50%, 2 Hour Examination = 50%

**MN5511 Leadership in Organisations**

Credits: 20 Semester: Either  
Programme(s): Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.

Description: This module will examine how views of leadership have changed since the Industrial Revolution, from mechanistic, behavioural models of behaviour to modern leadership frameworks which facilitate change in ever dynamic national, international and cultural climates. Emphasis will be on how theoretical models relate to real life scenarios, how leaders are selected and how leadership is assessed. Content combines conceptual knowledge, behavioural guidelines and other information demonstrated by examples and case studies, experiential exercises and feedback on skill utilisation and performance. Lectures and seminars will combine a variety of educational approaches, from interactive discussions to action learning, with a focus on students' own individual leadership development.

Class Hour: To be arranged.  
Teaching: One lecture, one seminar, one practical class  
Assessment: Continuous Assessment (individual essay = 30%, group assignment = 20%) = 50%, 2 Hour Examination = 50%

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **MN5512 International Business**

Credits:	20	Semester:	2
Programme(s):	Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries.		
Description:	This module examines various dimensions of international business environment, including cultural, institutional and economic environments and government policy, and their impacts on the strategic decision of international companies on whether and how to break into different foreign markets. This module also discusses the operations of international business such as country selection, the strategy and structure of international business. The design of the module aims to cover a broad range of international business issues without forsaking depth. Various learning methods are used in the module, including in-class lectures, discussion of focused topics and case analysis.		
Class Hour:	To be arranged.		
Teaching:	Two hour lectures and occasional seminars		
Assessment:	Continuous Assessment = 50%, 2 Hour Examination = 50%		

### **MN5551 Marketing and Organisations (was BS5013)**

Credits:	20	Semester:	Either
Anti-requisite:	BS5013		
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).		
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%		

### **MN5553 E-Business (was BS5120)**

Credits:	20	Semester:	Either
Anti-requisite:	BS5120		
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries, Management, and Management (HRM).		
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%		



## Management – 5000 Level Modules 2009/10 – November 2009

### MN5554 Marketing and Society (was BS5121)

Credits:	20	Semester:	Either
Antirequisites:	BS5121, BS5132, MN5558		
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management		
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	Semester:	Either
Anti-requisite:	BS5125		
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management.		
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	Semester:	Either
Anti-requisite:	BS5130		
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries, Management, and Management (HRM).		
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%		

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5559 Retailing Corporate Strategy

Credits: 20 Semester: Either

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

Description: This module is designed to provide students with a critical understanding of the application of the key concepts of corporate strategy to the competitive requirements of individual retailing organizations. Students will be introduced to the particular competitive characteristics of the retailing environment and individual retail organizations. This will be followed by a background to the key concepts of corporate strategy and strategic decision making. The main part of the module is devoted to the application of the concepts of corporate strategy to the competitive requirements of individual retail organisations. This will centre on the analysis of retailer competitive environments and the comparative assessment of retailer resources. Particular features of retailer strategy, including market positioning strategies, will be considered, as well strategies of retailer produce and geographical diversification and the role of acquisitions and mergers.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

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

### MN5599 Dissertation in Management & IT (was BS5599)

Credits: 60 Semester: Summer

Anti-requisite: IS5199, BS5599

Programme(s): Component of M.Sc. in Management & Information Technology Programme, compulsory except where replaced by IS5199

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. Team work on dissertations is permitted (up to five students).

Class Hour: To be arranged

Teaching: Personal Supervision

Assessment: Dissertation = 100%

### MN5602 Markets, Society and the Environment (was BS5320)

Credits: 20 Semester: Either

Anti-requisite: BS5320

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

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%

## Management – 5000 Level Modules 2009/10 – November 2009

### **MN5603 Responsibility, Sustainability and Accountability in Organisations**

Credits: 20 Semester: Either  
Anti-requisite: BS5321  
Programme(s): Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries and Management (HRM).

Description: The module provides an introduction to and analysis of sustainability and corporate social responsibility, the meaning, tensions and conflicts that these concepts entail and the role that accountability can play in their achievement. The module will examine the theory and practice of social, environmental and sustainability accountability and explore and assess current experience. The module will critically but practically examine the claims made by international business in this field and explore the practical and political constraints on the organization as it seeks to address responsibility, sustainability and accountability.

Class Hour: To be arranged.

Teaching: Lectures and seminars.

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

### **MN5607 International Financial Management (was BS5335)**

Credits: 20 Semester: Either  
Anti-requisite: BS5335  
Programme(s): Optional module for M.Res. in Management Studies, and all other Postgraduate Taught Programmes in the School except Managing in the Creative Industries, Management, Management (HRM).

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 Semester: Either  
Anti-requisite: BS5336  
Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).

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%

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **MN5611 Alternative Investment**

Credits: 20 Semester: Either  
Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).

Description: This module provides students with an overview on investment opportunities alternative to the main equity and bond markets. It will critically engage students with the key characteristics and issues concerning the main alternative investment opportunities, these being Commodities, Private Equity, Real Estate and especially Hedge Funds. Furthermore, this module will introduce students to the newer alternative investments which include Investibles (e.g. wine and collectibles), Islamic Investment and Responsible Investment. This module will consider the key challenges of evaluating alternative investment portfolios' performance.

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

### **MN5612 Investments and Portfolio Management**

Credits: 20 Semester: Either  
Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).

Description: This module provides comprehensive instruction on topics in investment finance. It combines investment markets instruction with portfolio management - e.g. investment securities, financial institutions, risk and return, valuation methods and models, and fundamental portfolio theory. Emphasis will be on project work and applied applications to theoretical concepts. Students will produce assessed work that has real market application for institutional investors, investment managers and investment consultants. The module will prepare students for professional exams such as the Chartered Financial Analyst certification for those who desire employment in investment.

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

### **MN5751 Managing Creative Industries (was BS5016)**

Credits: 20 Semester: Either  
Anti-requisite: BS5016  
Programme(s): Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).

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: Lectures and seminars.  
Assessment: Continuous Assessment = 50%, 2 Hour Examination = 50%

## Management – 5000 Level Modules 2009/10 – November 2009

### MN5841 Capital, Democracy and Sustainability

Credits:	20	Semester:	1
Programme(s):	Compulsory module for M.Litt. in Corporate Social Responsibility Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries, Management, and Management (HRM).		
Description:	This module will explore the global expansion of capitalism with particular emphasis placed upon its social and environmental consequences. Key concerns of the module are the compatibility of capitalism with environmental sustainability and the way in which the development of capital markets come to shape national and international socio-political structures. In order to explore these concerns, the module will look at the emergence of supranational financial institutions such as the World Bank and International Monetary fund; the globalisation of capital markets; the emergence of international regulatory regimes and the role of business therein. A substantial section of the module will also be devoted to consideration of civil society's response to capital's global expansion and the way in which grass roots political actors have organised themselves on a global scale. The module thus adopts a simultaneous micro/macro lens, looking at how the micro world of specific business initiatives and single-issue campaigns are influence by, and themselves influence, the macro world of global governance arrangements and economic factors.		
Class Hour:	To be arranged.		
Teaching:	Two hour lectures.		
Assessment:	Continuous Assessment = 50%, 2 Hour Examination = 50%		

### MN5842 Management as if the Earth Mattered

Credits:	20	Semester:	Either
Programme(s):	Optional module for M.Res. in Management Studies, and all other Taught Postgraduate Programmes in the School except Managing in the Creative Industries and Management (HRM).		
Description:	This module will provide students with the opportunity to explore key aspects of how business can operate in harmony with the environment and help effect sustainable solutions rather than be a cause of unsustainability. In a practical sense, the module seeks to understand how organisational Environmental Management Systems both contribute to sustainability and construct barriers to it. Topics will include conventional solutions offered by the environmental literature, such as; natural capitalism, dematerialisation and industrial ecology. Building upon this: strategy as ethos, systems thinking, Gaia theory, ecological economics (key tenets), green marketing principles and socio-organisational aspects of green pioneers will be explored. Lastly, key lessons from leading edge environmental companies and associated visiting speakers will be presented. This module will challenge students' conventional notions of business as well as providing some nascent answers/solutions for how organisations can begin to work in harmony with the environment.		
Class Hour:	To be arranged.		
Teaching:	Two hour lectures		
Assessment:	Continuous Assessment = 50%, 2 Hour Examination = 50%		

### MN5901 Skills in Leadership

Credits:	20	Semester:	Either
Programme(s):	This module is only available to students enrolled at XM Services/Michelin Dundee.		
Description:	The module reviews the place of leadership within the overall role of the manager and considers the key skills needed to demonstrate effective leadership of people. Various theories of leadership (trait, behavioural, contingency, attribution, charismatic) are introduced and their implications for the manager analysed. Skills underpinning effective leadership are considered including motivation, communication, goal-setting and the concept of 'followership' explored. The module introduces the Hersey-Blanchard (1982) 'situational leadership model' and an analysis of its key components are valuable for the line manager.		
Class Hour:	To be arranged.		
Teaching:	Seminars and practical classes.		
Assessment:	Continuous Assessment = 100%		

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **MN5902 Leadership: Perspectives and Reflective Practice**

Credits: 20 Semester: Either

Prerequisite: MN5901

Programme(s): This module is only available to students enrolled at XM Services/Michelin Dundee.

Description: The module builds on skills and knowledge developed in MN5901 or equivalent. The module begins by considering the leadership needs of organisations now and in the future and how contemporary theories of leadership help to address those needs. Pertinent theories of leadership, such as situational leadership and transformational leadership are critically evaluated. An understanding of a multiple-perspective approach is developed, and participants are facilitated in their development as reflective practitioners.

Class Hour: To be arranged.

Teaching: Seminars, tutorials and practical classes.

Assessment: Continuous Assessment = 100%

### **MN5903 Strategy, Governance and Leadership**

Credits: 20 Semester: Either

Prerequisite: MN5902

Programme(s): This module is only available to students enrolled at XM Services/Michelin Dundee.

Description: The module situates leadership within the strategy making processes of the organisation. Participants are introduced to key concepts of strategic management within complex and changing environments. Concepts such as stakeholder management, scenario planning, image and perception in leadership and reflective learning are developed. The skills and knowledge covered in MN5902 are developed and extended.

Class Hour: To be arranged.

Teaching: Seminars, tutorials and practical classes.

Assessment: Continuous Assessment = 100%

### **SS5101 Being a Social Scientist: Skills, Processes and Outcomes**

Credits: 15 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 Semester: 1

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%

## **Management – 5000 Level Modules 2009/10 – November 2009**

### **SS5103 Qualitative methods in Social Research**

Credits: 15 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 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%

