

Optional modules available:

MN5311 Responsible Investment				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module provides students with an in- depth knowledge of Responsible Investment, which integrates Environmental, Social and Governance (ESG) issues into investment-decision making. The module explores a wide-range of topics including: the definition and identification of relevant Environmental, Social and Governance (ESG) data; portfolio screening and shareholder advocacy and performance evaluation; and responsible risk management.</p> <p>The module also explores advanced topics such as: carbon markets: responsible investment in real estate, hedge funds and private equity; philanthropy & impact investing.</p>				
Programme module type:	Optional for Banking and Finance Postgraduate Programme. Optional for all Postgraduate Programmes in the School of Management.			
Learning and teaching methods and delivery:	Weekly contact: 1 x 2-hour lecture and 1 x 1-hour seminar			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr K Bouslah			
Lecturer(s)/Tutor(s):	Dr K Bouslah			

MN5401 International Marketing				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School of Management, not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J Fernie			
Lecturer(s)/Tutor(s):	Dr J Fernie			

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MN5421 Managing People in Global Markets				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
<p>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 globalisation of business. Notwithstanding its economic and social impact, however, globalisation 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 globalisation, 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 globalising 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 organisations. These decisions usually concern such areas as how people are organised, recruited, selected, deployed, developed, motivated, compensated and how their performance is managed. They also focus on whether or not global organisations 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.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School, not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming, Mr M J Dowling			

MN5501 Scenario Thinking and Strategy				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
The aim of the module is to use the scenario process to understand how individuals can engage with uncertainty in operating environments in order to develop creative and robust strategies. In addition, the module will make use of the scenario process to integrate a number of important organisational development concepts that help to provide organisations with future vision and adaptability: imagination; action learning; narratives and 'storying'; competencies and dynamic capabilities; reflective strategic consulting; reflexive practices.				
Programme module type:	Compulsory for International Business and Strategy Postgraduate Programme. Optional for Management Studies MRes Programme and all other Postgraduate Programmes in the School, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Prof B Mackay			
Lecturer(s)/Tutor(s):	Prof B Mackay			

MN5510 Entrepreneurship, Innovation and Creativity				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
Entrepreneurship is often taught within the context of new venture creation. This module takes an alternative approach and will consider the entrepreneur opportunity locus, the role of creativity, exploitation of change and source & application of innovation. It will provide insight into the nature and identity of entrepreneurship by critically analysing the way entrepreneurial activity creates economic wealth/social value; and will impart an understanding of individual entrepreneurship, corporate entrepreneurship and social entrepreneurship. This module will draw on case studies from the creative industries such as Syco Entertainment, Delfont Macintosh and Les Miserables; and firms such as Apple, Nokia and Google. It will consider the corporate culture and the organisation of entrepreneurial firms and enable students to consider career paths, and engagement with entrepreneurs.				
Programme module type:	Optional for Management Studies MRes Programme, and other Postgraduate Programmes in the School, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 2 seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Mr C Lovatt			
Lecturer(s)/Tutor(s):	Mr C Lovatt			

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MN5511 Leadership in Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and other Postgraduate Programmes in the School of Management, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar, 1 practical class.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Romenska			
Lecturer(s)/Tutor(s):	Dr S Romenska			

MN5513 Ethics, Organisations and Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
<p>This module develops students' understanding of the ethical issues surrounding management and organisations. The module is arranged around five core themes, representing the practical problems that face managers and organisations: How should we understand capitalism? What is the purpose of a corporation? Can managers be moral beings? Can markets be ethical? How should wealth be distributed? We approach these themes from philosophical, sociological, and organisational perspectives, developing students' understanding of the issues through theoretical analysis, case studies and extensive discussion. As these and similar questions are addressed, students will be encouraged to reflect and draw upon their own experiences of organisational life as issues are analysed, challenged, researched, evaluated and assessed.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Mansell			
Lecturer(s)/Tutor(s):	Dr S Mansell, Dr P Roscoe			

MN5515 Entrepreneurship and Business Development				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
Successful creation of a new venture requires the conception of a robust, sustaining and growth oriented business model. This module involves the practical conception of such a business model and development of an actionable business plan that, taken together, constitutes a coherent and fully integrated plan for a viable, for-profit, enterprise. Students will collaborate to design a business model and then plan for a start-up business based on that model.				
Programme module type:	Optional for all Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: 3-hour lectures (x 11 weeks), 3-hour practical classes (x 7 weeks)			
Assessment pattern:	Coursework = 100 %			
Module Co-ordinator:	Dr C Lovatt			
Lecturer(s)/Tutor(s):	Dr C Lovatt			

MN5554 Marketing and Society				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme			
Planned timetable:	To be arranged.			
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.				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School but not available to the Banking and Finance Postgraduate programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100 %			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks			

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MN5560 Creative Marketing Communications				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme			
Planned timetable:	To be arranged.			
Advertising is a permeating creative presence in developed economies, and an important, evolving part of organisations' marketing activities and integrated marketing communications programmes. The module aims to develop your understanding of advertising as an element in the integrated marketing communications mix, of how the advertising creative and planning process is practiced and managed, and the range of contemporary issues affecting decision-making in this dynamic environment.				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100 %			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow, Dr K Myrseth			

MN5604 Financial Systems				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
Financial systems around the world are currently undergoing many changes. These changes arise from competition, consolidation, information technology, product and geographic expansion of manufacturing, service and financial services firms, de-regulation and re-regulation. These changes are taking place within a volatile and uncertain economic environment, and have direct implications for the development, growth and stability of financial systems. This module aims to outline the fundamentals of financial systems. A central theme running through the module is the influence of technology and innovation along with the challenges that this poses to regulators.				
Programme module type:	Optional for Banking and Finance Postgraduate Programme. Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School of Management.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr D Chronopoulos			
Lecturer(s)/Tutor(s):	Dr D Chronopoulos			

MN5607 International Financial Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for Banking and Finance Postgraduate Programme. Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School of Management.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr X Chen			
Lecturer(s)/Tutor(s):	Dr X Chen			

MN5608 Risk Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for Banking and Finance Postgraduate Programme. Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School of Management.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and tutorials.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr D Peralias			
Lecturer(s)/Tutor(s):	Dr D Peralias			

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MN5611 Alternative Investment				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for Banking and Finance Postgraduate Programme. Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School of Management.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, tutorials and practicals.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr K Bouslah			
Lecturer(s)/Tutor(s):	Dr K Bouslah			

MN5821 Managing Non-Governmental Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>Non-Governmental Organisations (NGOs) occupy distinctive roles within society, economy, and polity. Situating these organisations within their different historical and international settings, this module goes on to examine the strategic challenges face by NGOs today.</p>				
Programme module type:	Optional for Management Studies MRes Programme and all other Postgraduate Programmes in the School of Management, as well as the Sustainable Development MSc Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lectures			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr E Burt			
Lecturer(s)/Tutor(s):	Dr E Burt			

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Template: /Users/klkm/Library/Group Containers/UBF8T346G9.Office/User
Content.localized/Templates.localized/Normal.dotm
Title:
Subject:
Author: Kathryn Macintyre
Keywords:
Comments:
Creation Date: 6/23/16 11:43:00 AM
Change Number: 6
Last Saved On: 1/4/17 10:55:00 AM
Last Saved By: Kitty Macintyre
Total Editing Time: 3 Minutes
Last Printed On: 1/4/17 10:55:00 AM
As of Last Complete Printing
Number of Pages: 8
Number of Words: 2,727
Number of Characters: 17,154 (approx.)