

**MN5001 Contemporary Global Issues in Management**

<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module is aimed at creating a deep and wide appreciation of how various global trends will impact upon economies, organisations and from there, the practice of management. In particular, the way in which ecological, social and economic factors interact to create threats and possibilities for organisations will be addressed. Moreover, the varying ways in which these aspects manifest themselves in different parts of the globe will be elucidated in order to ensure that all students have an appreciation of both how their own and other countries might be affected by various trends. Finally, students will also be supported to make the link between these issues and how they manifest themselves in their chosen area of study.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour x 11 weeks online lecture, 1 hour x 9 weeks tutorials, 2 hour x 11 weeks optional consultative hour			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr S L Russell			
<b>Module teaching staff:</b>	Team Taught			

**MN5002 Contemporary Conceptual Issues in Management**

<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module develops students' prior understanding of management and develops a deep understanding of core conceptual challenges in organisations. Using critical case-based exploration and extensive discussion the module explores such basic yet deep questions as: What are organisations? Can organisations be managed, and what do managers actually do? How do we know what we know? Where does innovation come from? What are skills, knowledge and understanding? What is responsible enterprise? Why are organisations structured the way they are? How do personality, power and politics impact on organisational life? 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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 3 Hour Lecture			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3000 word essay =100%			
<b>Module coordinator:</b>	Dr M A F Abdel Khalik			
<b>Module teaching staff:</b>	Dr Mahmoud Kalik and Dr Ralitzia Nikolaeva			

## Management - Postgraduate - 2021/2 - August – 2021

MN5310 Banking and Finance				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module is designed to provide students with an in-depth knowledge and a rigorous background in the mainstream areas of modern banking and finance. To accomplish the objective, students will be introduced to theories, business models and structure of commercial banking and finance. Following this, students will be acquainted to the issues associated with lending and borrowing.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 10x 2hr lecture; 10x1hr seminar			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr A L Sobiech			
<b>Module teaching staff:</b>	Dr Anna Sobiech			

MN5312 Financial Technology (FinTech)				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged			
Financial Technology (FinTech) has seen a dramatic increase of popularity in terms both of business applications and academic research in the last decade (Allen, Gu & Jatiani, 2020). Importantly, FinTech has the potential not only to improve profit-margins of financial service companies but also to democratise finance, help unbanked individuals and support responsible financial enterprises. The course will equip students with a sound understanding of the technology underlying FinTech by introducing topics in blockchain, machine learning and artificial intelligence. Building on this technological basis, the course will provide an overview of key trends and discuss the impact of FinTech on financial services such as payments, investing, lending, borrowing and spending.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour lecture per week (X11 weeks), 2 hour seminar per week (X9 weeks)			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	Coursework = 100%			
<b>Module coordinator:</b>	Dr M F Lukas			
<b>Module teaching staff:</b>	Dr Marcel Lukas			

MN5320 Advanced Financial Econometrics				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as optional module to any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module is designed to further develop econometric and quantitative skills for students to conduct research in the area of economics and finance. To accomplish the objective, students will be introduced to advanced empirical techniques such as models with endogenous regressors, dynamic panel data, event studies and models with limited dependent variable. Moreover, they will learn how to apply their econometrical skills in practice using Stata software package. Students will acquaint basic programming skills to carry out empirical projects.				
<b>Pre-requisite(s):</b>	Before taking this module you must pass MN5443			
<b>Co-requisite(s):</b>	null			
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour lectures (X11weeks), 2 hour seminar (including computer lab sessions) (X9weeks)			
<b>Assessment pattern:</b>	Exam = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr M F Lukas			

MN5399 MRes Dissertation in Management Studies				
<b>SCOTCAT Credits:</b>	60	SCQF level 11	<b>Semester</b>	Full Year
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
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).				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b>			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	No Re-Assessment Available			
<b>Module coordinator:</b>	Ms J F Brooks			
<b>Module teaching staff:</b>	Julie Brooks and Supervisory Team			

MN5401 International Marketing				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr M Li			
<b>Module teaching staff:</b>	Dr Min Li			

<b>MN5405 Dialogue and Debate in Marketing (Masterclasses)</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>This module builds on students' prior knowledge of marketing concepts by introducing them to contemporary dialogue and debate in marketing and exploring specific questions within one or more broad topics such as; power, technology, morality, green consumption, globalisation and communication. The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, and tutorials, debates, simulations and site visits.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures, seminars and practical classes.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Module coordinator:</b>	Dr B G L Reid			
<b>Module teaching staff:</b>	To be arranged and Guest speakers			

<b>MN5406 Consumer Behaviour and Marketing Research</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>This module aims to refresh and enhance the theoretical and research skills of participants by introducing them to a range of theory, including psychoanalysis, behaviourism, cognitive learning theory and semiotics and then illustrating these in the context of marketing research. A theory will be introduced in one week and then its implications for marketing research will be illustrated in subsequent weeks. For example psychoanalysis will be illustrated by focusing on the use of depth interviews, focus groups and rorschach tests; behaviourism by observation and cognitive learning theory by experimental design of perceptual measurements and the construction of attitude questionnaires.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures, seminars and practical classes.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr B A Bratanova			
<b>Module teaching staff:</b>	Dr Boyka Bratanova and Dr Fergus Neville			

<b>MN5421 Managing People in Global Markets</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme.			
<b>Planned timetable:</b>	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>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	Coursework = 50%, Exam = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr G Giunti			
<b>Module teaching staff:</b>	Brenda Marin			

<b>MN5423 Global Business Strategy</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>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.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Professor R C Brown			
<b>Module teaching staff:</b>	Professor Ross Brown			

## Management - Postgraduate - 2021/2 - August – 2021

<b>MN5424 Corporate Finance and Accounting</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr F Puyou			
<b>Module teaching staff:</b>	Dr Francois-Regis Puyou and Dr Mao Zhang			

<b>MN5425 Masterclasses in International Business</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module builds on students' prior knowledge of International Business concepts by introducing them to contemporary dialogue and debate in International Business. The module will explore specific questions within one or more broad topics such as: globalisation and globalisation protests; neo-liberalism and free trade; the global dimension of the financial crisis; the fortune at the bottom of the pyramid; 'is the world flat?' The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, tutorials, and debates.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Module coordinator:</b>	Professor R C Brown			
<b>Module teaching staff:</b>	Professor Ross Brown			

<b>MN5442 Corporate Financial Management</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr H L Nguyen			
<b>Module teaching staff:</b>	Dr Linh Nguyen			

<b>MN5443 Applied Financial Econometrics</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour x 10 weeks online lectures with related discussion and Questions and Answers, 3 hour x 9 weeks online seminars (involving all students)			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Mr X Chen			
<b>Module teaching staff:</b>	Dr Xing Chen			

## Management - Postgraduate - 2021/2 - August – 2021

<b>MN5444 Advanced Corporate Finance</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
The module will focus on empirical and theoretical issues that arise in modern corporate finance. Students will be exposed to key financial issues faced by finance managers of corporations. The module will also add to students' knowledge by introducing them to empirical research on the topics studied. Overall, this module equips students with conceptual and analytical skills necessary to make sound financial decisions.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr M Zhang			
<b>Module teaching staff:</b>	Dr Mao Zhang			

<b>MN5461 Strategic Management</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 1 x 2-hour lecture and a 1-hour seminar.			
<b>Assessment pattern:</b>	Group presentation = 25%, Individual assignment - Case analysis = 25%, Final essay = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr R Nikolaeva			



MN5470 Managing Human Resources				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>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.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars (3 hour lecture/teaching session x 11 weeks)			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr A M Baluch			
<b>Module teaching staff:</b>	Dr Alina Baluch			

MN5471 Marketing: Principles and Practice				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>Marketing is a pervasive social phenomenon, influencing our perceptions and behaviours. We are all in daily contact with the marketing activities of firms, governments and a range of other organisation sand we have all observed and experienced aspects of marketing practice throughout our daily lives. Adopting primarily a managerial perspective, this module will offer a critical review of current theory and practice and look at how marketing is evolving in light of changes to the business context. This module will introduce students to the nature and scope of marketing and its role in society. The importance of identifying, understanding and satisfying customers will be highlighted and approaches to segmenting markets and identifying target market swill be reviewed. Marketing activities will be considered within the context of the marketing mix and other managerially-determined variables. The importance of marketing research and the associated processes will be discussed.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour lecture (x 11 weeks), 1 hour tutorial (x 7 weeks), 1 x 2 hour consultation (x 11 weeks) optional			
<b>Assessment pattern:</b>	Written Examination = 60%, Coursework = 40%			
<b>Re-assessment pattern:</b>	3-hour online open book Written Examination = 100%			
<b>Module coordinator:</b>	Dr D J Dowell			
<b>Module teaching staff:</b>	Dr David Dowell and Dr Ralitzia Nikolaeva			

## Management - Postgraduate - 2021/2 - August – 2021

<b>MN5473 Skills and Challenges for the HR Professional</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
This module advances core knowledge and skills in key functional aspects of HRM. Themes in the module explore ways in which to conceptualise HRM in organisations, and the ways in which context influences the practice of HR in different organisational and occupational settings. Core business and HR-related functions such as organisational performance, organisational structure and culture, work organisation, recruitment and selection will be explored by the use of relevant case study material and practical skill-development exercises. Students will be encouraged to consider their future practice in different settings, be that national, sectoral or organisational.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures, seminars and practicals.			
<b>Assessment pattern:</b>	2 hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr S A Chillas			
<b>Module teaching staff:</b>	Dr Giulia Giunti			

<b>MN5480 Managing and Developing People</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module on any programme.			
<b>Planned timetable:</b>	To be arranged.			
The changing nature of organisations, work and employment places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. Making use of the HRM Cycle this module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and, employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. For individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this mutual gains approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to employment management.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and practicals.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr J C Summers			
<b>Module teaching staff:</b>	Dr Juliette Summers			

<b>MN5481 Masterclasses in Human Resource Management</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
<p>The module reviews a range of contemporary and critical issues relating to the practise, problemising and theorising about human resource management (HRM). The place of HRM within discourses about organisational purpose and performance and is well established. A growing literature also challenges us to consider a wider set of narratives concerning the ethical and responsible management of organisations and their people and the role of HRM in delivering against this agenda. The curriculum of the module will address HRM from this multiple-perspective approach by considering a range of relevant topics such as the black box of the performance-HRM debate, the power-control nexus in HRM, the reality of employee engagement and employee voice; HRM in not-for-profit organisations, the ethics of simultaneous offshoring and downsising strategies, HRM and the ethical management and control of organisations. Each year, the curriculum would change as relevant to reflect current issues and concerns in the discipline but each year, drawing upon contributions from a number of practitioners, academics and researchers, students will be challenged to engage with and reflect upon the meaning and reality of contemporary issues in HRM.</p>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures, seminars and practicals.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Dr J C Summers			
<b>Module teaching staff:</b>	Dr Juliette Summers			

<b>MN5498 Group Dissertation</b>				
<b>SCOTCAT Credits:</b>	60	SCQF level 11	<b>Semester</b>	Full Year
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	Workshops to be arranged.			
<p>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. 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.</p>				
<b>Anti-requisite(s)</b>	You cannot take this module if you take MN5499			
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 16 x 2-hour lectures/workshops. Students will then be given 6 hours of supervision.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	No Re-Assessment Available			
<b>Module coordinator:</b>	Ms J F Brooks			
<b>Module teaching staff:</b>	Julie Brooks and Supervisory Team			

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MN5499 Individual Dissertation				
<b>SCOTCAT Credits:</b>	60	SCQF level 11	<b>Semester</b>	Full Year
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	Workshops to be arranged.			
This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. 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.				
<b>Anti-requisite(s)</b>	You cannot take this module if you take MN5498			
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 16 x 2-hour lectures/workshops. Students will then be given 6 hours of supervision.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	No Re-Assessment Available			
<b>Module coordinator:</b>	Ms J F Brooks			
<b>Module teaching staff:</b>	Julie Brooks and Supervisory Team			

MN5501 Scenario Thinking and Strategy				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme.			
<b>Planned timetable:</b>	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. The module makes use of the scenario process to integrate a number of important organisational development concepts that help to provide organisations with future vision and adaptability: organisational learning; storytelling, dynamic capabilities; and reflexive practices. The module content is centred around participative learning, through which small groups work together to develop a scenario planning project.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 1 lecture, 1 seminar.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Dr A M Brown			
<b>Module teaching staff:</b>	Dr Anna Brown			

MN5510 Entrepreneurship, Innovation and Creativity				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme.			
<b>Planned timetable:</b>	To be arranged.			
Entrepreneurship is often taught within the context of new venture creation. This module takes an alternative approach and will consider the role of the entrepreneur in innovation, change and economic growth. The module will provide insight into the nature and identity of entrepreneurship by critically analysing the way entrepreneurial activity creates value (economic and social value); and will impart an understanding of individual entrepreneurship, corporate entrepreneurship, and social entrepreneurship.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 1 lecture, 2 seminars.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module teaching staff:</b>	To be confirmed			

<b>MN5511 Leadership in Organisations</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 3 hours x 11 weeks.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr S D Romenska			
<b>Module teaching staff:</b>	Dr Sandra Romenska and Dr Fergus Neville			

<b>MN5514 Managing Natural Resources</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged.			
This module has two interlinked elements. First, there will be an examination of the issues that emerge from the challenges of managing for (1) biodiversity, (2) global climate change and (3) water resources. Second, there will be a consideration of three common challenges that arise for organisations in these contexts, namely: (1) commensurability of measurement of impact; (2) boundary crossing issues that arise from different spatial scales and (3) the use of public duties as an approach to ensuring control and accountability. Moreover, the module will require a self directed project evaluating a product certification standard which relates to biodiversity, carbon or water. Finally, a field trip will be undertaken to provide an applied context in which students might start to understand the demands that managing natural resources place on organisations.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 3 Hour Lecture (Fieldwork to be advised)			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Module coordinator:</b>	Dr C C Agar			
<b>Module teaching staff:</b>	Dr Celal Agar			

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<b>MN5515 Entrepreneurship and Business Development</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 3-hour lectures			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Dr H Dean			
<b>Module teaching staff:</b>	Dr Hannah Dean			

<b>MN5554 Marketing and Society</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available to the Banking and Finance Postgraduate Programme			
<b>Planned timetable:</b>	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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Ms J F Brooks			
<b>Module teaching staff:</b>	Julie Brooks and Dr Fergus Neville			

**MN5604 Financial Systems**

<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and seminars.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr D Chronopoulos			
<b>Module teaching staff:</b>	Dr Dimitris Chronopoulos			

**MN5607 International Financial Management**

<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour x 10 weeks lectures, 2 hour x 5 weeks seminar			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Mr X Chen			
<b>Module teaching staff:</b>	Dr Xing Chen			

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<b>MN5608 Risk Management</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	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>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> Lectures and tutorials.			
<b>Assessment pattern:</b>	2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module coordinator:</b>	Dr S Zhang			
<b>Module teaching staff:</b>	Dr Song Zhang			

<b>MN5611 Alternative Investment</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	1
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	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>				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 11 x 2hr lectures, 9 x 1hr seminars			
<b>Assessment pattern:</b>	Online class test = 20%, Online group project = 30%, 2500 word essay = 50%			
<b>Module coordinator:</b>	Dr K B H Bouslah			
<b>Module teaching staff:</b>	Dr Kais Bouslah			



<b>MN5612 Investments and Portfolio Management</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Availability restrictions:</b>	Not available as an optional module for any programme.			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 10 lectures x 2 hours, 10 tutorials x 1 hour			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Dr D Chronopoulos			
<b>Module teaching staff:</b>	Dr Dimitris Chronopoulos			

<b>MN5613 Behavioural Finance</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged			
This module is designed to introduce students to key concepts in behavioural finance. Students will learn to understand the difference between conventional financial theory and behavioural approaches. In particular, the module is focused on the specific features of decision-making processes that constitute deviations from rational models, illuminating the biases they can introduce, and explaining the consequences of these biases for financial markets, institutions and market participants. It seeks to develop the students' abilities to critically engage with contemporary research in behavioural finance.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 2 hour lecture (X11 weeks), 2 hour seminar (X9 weeks)			
<b>Assessment pattern:</b>	Coursework = 100%			
<b>Re-assessment pattern:</b>	Coursework = 100%			
<b>Module coordinator:</b>	Dr C Engels			
<b>Module teaching staff:</b>	Mr Christian Engels			

<b>MN5821 Managing Non-Governmental Organisations</b>				
<b>SCOTCAT Credits:</b>	20	SCQF level 11	<b>Semester</b>	2
<b>Academic year:</b>	2021-2022			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Learning and teaching methods of delivery:</b>	<b>Weekly contact:</b> 3 hour lecture/seminars			
<b>Assessment pattern:</b>	Book review = 50%, Independently researched essay, 50%			
<b>Re-assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module coordinator:</b>	Dr E Burt			
<b>Module teaching staff:</b>	Dr Eleanor Burt			