

School of Management

Management (MN) Modules

MN3101 Corporate Finance and Control			
SCOTCAT Credits:	20	SCQF Level 9	Semester: 1
Academic year:	2013/4		
Planned timetable:	To be arranged.		
<p>This module separates the problems of financially vulnerable firms from financially strong firms. The balance sheets and cash flows of vulnerable firms tend to be unusually susceptible to financial pressures and cyclical influences; asymmetries of information and agency costs operate as constraints on the access of such firms to external funding; they are likely to experience both credit and equity rationing in conditions of high interest rates; cash-flow interdependencies may adversely affect dividend and capital expenditure decisions alike. Financially strong firms to a large extent cope with such problems. Major decisions in financial management are presented in modern theory as multiple signals, which may corroborate or contradict one another, emitted by each firm.</p>			
Programme module type:	Compulsory for all Management Science degrees. Optional for all Management degrees.		
Required for:	MN3116		
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus workshops and tutorials.		
	Scheduled learning: 55 hours	Guided independent study: 145 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%		
	As used by St Andrews: 2-hour Written Examination = 70%, Coursework = 30%		
Module Co-ordinator:	Dr M Clayton		
Lecturer(s)/Tutor(s):	Dr M Clayton		

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MN3102 Organisation Studies				
SCOTCAT Credits:	20	SCQF Level 9	Semester:	1
Academic year:	2013/4			
Planned timetable:	4.00 pm - 6.00 pm			
This module examines major organisational theories, surveys key topics in this area, and explores organisational forms that have emerged in recent times. The study of organisations has become a major topic of study, drawing on disciplines such as economics, sociology, psychology, anthropology, and history. The interdisciplinary nature of organisation studies has produced a wide variety of perspectives. These perspectives are based on different assumptions, and place strong emphasis on certain aspects of the organisation at the expense of others. When brought together, however, they yield a rich multifaceted picture of power socioeconomic systems that shape our lives.				
Programme module type:	Compulsory for all Management degrees			
Required for:	MN4102, MN4239			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	As used by St Andrews: 2-hour Written Examination = 60%, Coursework = 40%			
Module Co-ordinator:	Dr G Greig			
Lecturer(s)/Tutor(s):	Dr G Greig, Dr P Roscoe			

MN3116 Financial Markets and Investments				
SCOTCAT Credits:	20	SCQF Level 9	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
The module is designed to give students a broad appreciation of world financial markets and the investment opportunities that lie within these markets. The module will cover major asset classes including equity, fixed income, financial derivatives and other alternative investments (e.g. hedge funds, private equity, real estate and commodities) as well as the relevant valuation techniques for these securities. Students will be introduced to regression analysis and how it can be applied in the process of investment management.				
Programme module type:	Optional for all Management degrees			
Pre-requisite(s):	MN3101			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus workshops and tutorials.			
	Scheduled learning: 30 hours		Guided independent study: 170 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	As used by St Andrews: 2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J Chen			
Lecturer(s)/Tutor(s):	Dr J Chen			

MN3126 International Business			
SCOTCAT Credits:	20	SCQF Level 9	Semester: 2
Academic year:	2013/4		
Planned timetable:	To be arranged.		
<p>This module is intended to provide an introduction to the complexities and challenges of International Business. This is in preparation for more advanced Seminar and Dissertation work carried out at 4000 Level. It will build on pre-Honours work to address a number of detailed issues facing managers in multinationals, such as 1) internationalisation strategies, 2) country evaluation and selection, 3) the role and impact of government on interationalisation, 4) international markets and marketing, 5) international HRM, 6) the managerial control of multinationals, 7) Foreign Direct Investment and 8) International trade. It will thereby offer students the opportunity to analyse the implications of international business decisions at a range of levels, from (primarily) a strategic perspective.</p>			
Programme module type:	Optional for all Management degrees		
Anti-requisite(s):	MN4233		
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar supplemented by tutorials.		
	Scheduled learning: 48 hours	Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%		
	As used by St Andrews: 2-hour Written Examination = 70%, Coursework = 30%		
Module Co-ordinator:	Dr R Brown		
Lecturer(s)/Tutor(s):	Dr R Brown		

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MN3201 Research Methods: 1			
SCOTCAT Credits:	20	SCQF Level 9	Semester: 1
Academic year:	2013/4		
Availability restrictions:	Available only to Single Honours Management and Single Honours Management Science students.		
Planned timetable:	To be arranged.		
<p>This module introduces research in the Social Sciences. It focuses on the skills and knowledge involved in understanding, evaluation and conducting research in the wider management field. The module will develop and begin to 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 the challenges of research and, with a diligent approach, they will also experience the thrill of discovery.</p>			
Programme module type:	Compulsory for Single Honours Management, Single Honours Management Science		
Pre-requisite(s):	Entry to a Single Honours Management or Management Science Degree		
Co-requisite(s):	MN3202	Required for:	MN4301
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar supplemented by tutorials.		
	Scheduled learning: 47 hours	Guided independent study: 153 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	As used by St Andrews: Coursework = 100%		
Module Co-ordinator:	Prof H T O Davies		
Lecturer(s)/Tutor(s):	Prof H T O Davies, Dr S Mansell		

MN3202 Research Methods: 2				
SCOTCAT Credits:	20	SCQF Level 9	Semester:	2
Academic year:	2013/4			
Availability restrictions:	Available only to Single Honours Management and Single Honours Management Science students.			
Planned timetable:	To be arranged.			
This module follows on from MN3201. It builds key research competencies in library search, problem definition, literature review and study design. These competencies will be developed using a combination of class lecture; library visit; group surgeries; group progress meetings; one-to-one work with individual members of academic staff; and self motivated and conducted research. Students are expected to master library research techniques, including the use of electronic resources in research; literature synthesis; research problem formulation; and the preparation of a clear and the preparation of clear and focused research proposals.				
Programme module type:	Compulsory for Single Honours Management, Single Honours Management Science			
Pre-requisite(s):	Entry to a Single Honours Management or Management Science Degree			
Co-requisite(s):	MN3201	Required for:	MN4301	
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar. one-to-one supervision of research proposal formulation arranged with individual supervisors			
	Scheduled learning: 47 hours		Guided independent study: 153 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	As used by St Andrews: Coursework = 100%			
Module Co-ordinator:	Dr S A Chillias			
Lecturer(s)/Tutor(s):	Team taught			

MN4211 International Marketing				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	1
Academic year:	2013/4			
Planned timetable:	To be arranged.			
This module begins by examining the scope of international marketing and identifying the nature of this specialised environment. It continues with an exploration of the range of international market entry and pricing strategies and ends with a review of the impact of ethical considerations and the political dimensions of international marketing.				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 55 hours		Guided independent study: 145 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	As used by St Andrews: 2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow			

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MN4213 Human Resource Management				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	1
Academic year:	2013/4			
Planned timetable:	To be arranged.			
This module is an introduction to the subject which builds on students existing knowledge of management. It aims to develop participants critical appreciation of the role of HRM in organisations and to promote an understanding of the issues faced by managers in attracting, motivating and retaining employees				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	As used by St Andrews: 2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S A Chillias			
Lecturer(s)/Tutor(s):	Dr S A Chillias			

MN4214 Management of Change				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	1
Academic year:	2013/4			
Planned timetable:	To be arranged.			
This module examines the process of change and how this process might be managed. Various models for bringing about planned change are analysed and their strengths and weaknesses highlighted. The issues of team building, participation and resistance to change will be addressed. Case studies enable the links between theory and practice to be made; these cases will focus on managing technical change, introducing cultural change and improving the quality of goods and services.				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 22 hours		Guided independent study: 178 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	As used by St Andrews: 2-hour Written Examination = 60%, Coursework = 40%			
Module Co-ordinator:	Prof S Nutley			
Lecturer(s)/Tutor(s):	Prof S Nutley			

MN4223 International Banking				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	11.00 am - 1.00 pm Fri.			
<p>International banks operate on a cross-border basis. They buy and sell foreign exchange, diversify international risks and advance credit for trade and investment projects. Typically international banks are large domestic commercial banks, which often operate in Euro markets and offshore centres. This module covers two main areas. In the first part students will examine the characteristics of international banking and the markets and activities in which international banks operate. In the second part, the module is concerned with the regulation of international banking. The role of institutions such as the World Bank and IMF, and the causes and effects of international banking crises are featured. This module aims to give students a good grounding in the theory and practice of modern international banking and an appreciation of the related policy issues involved.</p>				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%			
	As used by St Andrews: 2-hour Written Examination = 70%, Coursework = 30%			
Module Co-ordinator:	Prof J O S Wilson			
Lecturer(s)/Tutor(s):	Prof J O S Wilson			

MN4224 Consuming Culture				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
<p>This module considers a number of key issues which are linked to the emergence of what some would call a global consumer society. We shall first explore the historical development of consumer societies and address the question of whether these are primarily individualist or collectivist in nature. Following from this, the module invites discussion of a range of topical issues with respect to consumer society including changing perceptions of space and time, involving an expansion of space and an apparent slowing down of time; ideas about morality and value; the creation of meaning; consumer identity; peoples relation to the body; finally addictive consumption.</p>				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%			
	As used by St Andrews: 2-hour Written Examination = 70%, Coursework = 30%			
Module Co-ordinator:	Dr J Desmond			
Lecturer(s)/Tutor(s):	Dr J Desmond			

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MN4227 Corporate Social Responsibility, Accountability and Reporting				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	1
Academic year:	2013/4			
Planned timetable:	To be arranged.			
<p>This module provides an introduction to and analysis of corporate social responsibility and sustainability, the meaning, tensions and conflicts that social responsibility entails and the role that accountability can play in the discharge of responsibility in a democracy. The module will examine the theory and practice of social, environmental and sustainability reporting as a manifestation of social and environmental accountability and explore and assess current experiences with that reporting. The module will examine the practical and political constraints on the development of substantive social, environmental and sustainability reporting and explore different ways in which the discharge of social accountability might be achieved.</p>				
Programme module type:	Optional for all Management degrees, Management Science			
Pre-requisite(s):	EITHER both MN2001 and MN2002 OR SD2002			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar supplemented by tutorials.			
	Scheduled learning: 55 hours		Guided independent study: 145 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	As used by St Andrews: 2-hour Written Examination = 60%, Coursework = 40%			
Module Co-ordinator:	Ms L Stevenson			
Lecturer(s)/Tutor(s):	Ms L Stevenson			

MN4235 Public Sector Management				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
<p>Public sector organisations play an important part in everyone's life. Many people are born in public sector hospitals, are educated in public sector schools and colleges, and many then go on to work in or with public sector organisations. As citizens we pay taxes and play a part in the democratic process of electing governments. No matter where you see your future career taking you, it is likely that part of your time will be spent working with the public sector, even if you are not employed in that sector. To do this effectively you need to understand the role of the public sector and its relationship with the private and voluntary sectors. It is also important to understand the task of management in the public sector and the extent to which this differs from private sector management.</p>				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	As used by St Andrews: 2-hour Written Examination = 60%, Coursework = 40%			
Module Co-ordinator:	Prof K Orr			
Lecturer(s)/Tutor(s):	Prof K Orr			

MN4238 Sustainable Development and Management				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	1
Academic year:	2013/4			
Planned timetable:	To be arranged.			
This module examines the origin of the concept of sustainable development in public policy discourses with particular focus on the implications this concept has for the operation of business organisations. The module will examine the difficulties of applying notions of sustainable development to single organisations as well as the challenges which conventional economic systems present to sustainable development. The module will examine the theory and practice of managing for sustainable development, drawing on examples which are found in business. In addition, selected topics in managing for sustainable development will be examined.				
Programme module type:	Optional for all Management degrees, Management Science			
Pre-requisite(s):	EITHER both MN2001 and MN2002 OR SD2002			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture/seminar plus tutorials.			
	Scheduled learning: 55 hours		Guided independent study: 145 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	As used by St Andrews: 2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Prof K J Bebbington			
Lecturer(s)/Tutor(s):	Team taught			

MN4241 Knowledge Work: Practice and Context				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
Knowledge work is widely regarded as desirable, the hallmark of successful economies. It is evident in a variety of work settings, for example, the professions, financial and management services, and so-called creative industries. Great efforts are made to develop and extend this form of work internationally, regardless of context. But what does knowledge work involve? How might it be understood? How might such forms of work be organised? What challenges might this entail and how might these be understood? This module explores these issues by focusing on knowledge and context from a practice perspective. The aim of the module is to offer participants some conceptual means to help them address these questions in the world of work and beyond.				
Programme module type:	Optional for all Management degrees			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus workshops and tutorials.			
	Scheduled learning: 32 hours		Guided independent study: 168 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 30%, Practical Examinations = 0%, Coursework = 70%			
	As used by St Andrews: Coursework = 100%			
Module Co-ordinator:	Dr G Greig			
Lecturer(s)/Tutor(s):	Dr G Greig			

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MN4242 Advertising and Marketing Communications				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
Advertising has an established presence in developed economies and is a key aspect of companies' marketing communications programmes. The module will extend your knowledge of this key marketing function by developing your understanding of advertising as an element in the integrated marketing communications mix and how the advertising process is practiced and managed.				
Programme module type:	Optional for all Management degrees			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus fortnightly seminars.			
	Scheduled learning: 30 hours		Guided independent study: 170 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 1000%			
	As used by St Andrews: Coursework = 100%			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow			

MN4263 Entrepreneurship and Small Business Development				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Planned timetable:	To be arranged.			
Enterprise lies at the heart of economic growth and development. The aim of this unit is to develop students' awareness of the various debates concerning the nature of Entrepreneurship in the society and in the economy. It will also enable students to make use of the various concepts of entrepreneurship in understanding the small business development process, and provide an insight into how those going through this process may be supported and assisted.				
Programme module type:	Optional for all Management degrees, Management Science			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture.			
	Scheduled learning: 55 hours		Guided independent study: 145 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	As used by St Andrews: Coursework = 100%			
Module Co-ordinator:	Mr C Lovatt			
Lecturer(s)/Tutor(s):	Mr C Lovatt			

MN4266 Non Governmental Organisations (NGOs): Contexts, Contributions, and Challenges			
SCOTCAT Credits:	20	SCQF Level 10	Semester: 2
Academic year:	2013/4		
Planned timetable:	To be arranged.		
<p>Voluntary organisations are highly significant actors within society, the democratic polity, and the economy. They are also commonly perceived to be distinctive organisations in certain key respects that set them apart from either public sector organisations or commercial enterprises, and which make them particularly challenging to manage. This module will examine the roles played by voluntary organisations, the nature of the organisations themselves, and the issues and challenges that they are facing as a number of significant shifts, that include, for example, technological developments and major public policy initiatives, occur within the wider external environment in which they are embedded. The module will be of interest to students who are considering a career in the voluntary sector, government, the wider public sector, or as management consultants.</p>			
Programme module type:	Optional for all Management degrees, Management Science		
Learning and teaching methods and delivery:	Weekly contact: Seminars/lectures plus workshops.		
	Scheduled learning: 48 hours	Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	As used by St Andrews: Coursework = 100%		
Module Co-ordinator:	Dr E Burt		
Lecturer(s)/Tutor(s):	Dr E Burt		

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MN4301 Management Project			
SCOTCAT Credits:	20	SCQF Level 10	Semester: 1 or 2
Academic year:	2013/4		
Availability restrictions:	Available only to Single Honours Management and Single Honours Management Science students.		
Planned timetable:	To be arranged.		
<p>Students are required to complete the Management Research Project closely based upon the research proposal submitted in MN3202. The module can be taken in either the first or second semester of the Senior Honours year. The completed work is expected to be 6000 – 8000 words in length. It may involve fieldwork or desk-based research, or a combination of both. It should have a strong conceptual or theoretical component. It may be of a problem solving nature. Time management and the ability to work to deadlines will be integral to the assessment. The assessed work will be scored for clarity, focus, purpose, rationale and attention to detail. (Guidelines for printing and binding dissertations can be found at: http://www.st-andrews.ac.uk/printanddesign/dissertation/)</p>			
Programme module type:	Optional for Single Honours Management, Management Science degrees		
Pre-requisite(s):	MN3201 and MN3202	Anti-requisite(s):	MN4209
Learning and teaching methods and delivery:	Weekly contact: Supervised piece of independent study (including field work).		
	Scheduled learning: 30 hours	Guided independent study: 170 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	As used by St Andrews: Project report / dissertation = 100%		
Module Co-ordinator:	Dr S A Chillas		
Lecturer(s)/Tutor(s):	Dr S A Chillas		

MN4310 Scenario Thinking				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Availability restrictions:	Available only to students in the second year of the Honours Programme.			
Planned timetable:	To be arranged.			
The module aims to provide students with a better understand the complexity of global, national or regional environments through the use of scenarios and to use the scenario process to assist creative strategy development. In addition, the module aims to use 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:	Optional for all Management degrees, Management Science			
Anti-requisite(s):	MN4225			
Learning and teaching methods and delivery:	Weekly contact: Extensive pre-reading, 12 hours of formal lectures, case study sessions and tutorials, electronic based research on key issues, and 24 intensive workshop hours involving objective setting, individual and team work, organisation of research, data gathering, analysis and scenario generation under time pressure.			
	Scheduled learning: 58 hours		Guided independent study: 142 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	As used by St Andrews: Coursework = 100%			
Module Co-ordinator:	Dr P C Hibbert			
Lecturer(s)/Tutor(s):	Dr P C Hibbert			

MN4311 Dynamic Strategic Management				
SCOTCAT Credits:	20	SCQF Level 10	Semester:	2
Academic year:	2013/4			
Availability restrictions:	Available only to students in the second year of the Honours Programme.			
Planned timetable:	4.00 pm - 6.00 pm.			
The module introduces students to the basic principles of analysing strategic issues in a dynamic setting. It provides an overview of the complexity of strategic management within the context of increasing global competition. It covers the historical antecedents of modern approaches; evaluates rational, incremental, and evolutionary views on strategy formulation; includes corporate industrial analysis and examines analytical approaches such as portfolio models. Strategy formulation and implementation are considered in practice by using a combination of the results of consulting work, guest speakers, and case studies.				
Programme module type:	Compulsory for all Management degrees			
Anti-requisite(s):	MN4203			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture plus tutorials.			
	Scheduled learning: 48 hours		Guided independent study: 152 hours	
Assessment pattern:	As defined by QAA: Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	As used by St Andrews: 2-hour Written Examination = 60%, Coursework = 40%			
Module Co-ordinator:	Miss C Moran			
Lecturer(s)/Tutor(s):	Miss C Moran			

