

## School of Management

General degree students wishing to enter 3000-level modules and non-graduating students wishing to enter 3000-level or 4000-level modules must consult with the relevant Honours Adviser within the School to confirm they are properly qualified to enter the module.

### Management (MN) Modules

MN3101 Corporate Finance and Control				
<b>SCOTCAT Credits:</b>	20	SCQF Level 9	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7 & 2017/8			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Programme module type:</b>	Compulsory for all Management Science degrees. Optional for all Management degrees.			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Required for:</b>	MN3116			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 9 weeks) and 2 optional consultative hours (x 11 weeks)			
	<b>Scheduled learning:</b> 53 hours		<b>Guided independent study:</b> 147 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 60%, Coursework = 40%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr L Nguyen			
<b>Lecturer(s)/Tutor(s):</b>	Dr L Nguyen			

## Management - Honours Level - 2016/7 - August 2016

MN3102 Organisation Studies				
SCOTCAT Credits:	20	SCQF Level 9	Semester:	1
Academic year:	2016/7 & 2017/8			
Planned timetable:	4.00 pm - 6.00 pm			
<p>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.</p>				
Programme module type:	Compulsory for all Management degrees			
Pre-requisite(s):	MN2001 and MN2002			
Learning and teaching methods and delivery:	Weekly contact: 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks) and 2 optional consultative hours (x 11 weeks)			
	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%			
Re-Assessment pattern:	3-hour Written Examination = 100%			
Module Co-ordinator:	Dr G Greig			
Lecturer(s)/Tutor(s):	Dr G Greig, TBC			

MN3116 Financial Markets and Investments				
SCOTCAT Credits:	20	SCQF Level 9	Semester:	2
Academic year:	2016/7			
Planned timetable:	To be arranged.			
<p>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.</p>				
Programme module type:	Optional for all Management degrees			
Pre-requisite(s):	MN3101			
Learning and teaching methods and delivery:	Weekly contact: 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours (x 11 weeks)			
	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%			
Re-Assessment pattern:	3-hour Written Examination = 100%			
Module Co-ordinator:	Dr D Oto-Peralias			
Lecturer(s)/Tutor(s):	Dr D Oto-Peralias			

MN3126 International Business				
<b>SCOTCAT Credits:</b>	20	SCQF Level 9	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Programme module type:</b>	Optional for all Management degrees			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Anti-requisite(s):</b>	MN4233			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 60%, Coursework = 40%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr R Brown			
<b>Lecturer(s)/Tutor(s):</b>	Dr R Brown			

## Management - Honours Level - 2016/7 - August 2016

MN3201 Research Methods: 1			
<b>SCOTCAT Credits:</b>	20	SCQF Level 9	<b>Semester:</b> 1
<b>Academic year:</b>	2016/7 & 2017/8		
<b>Planned timetable:</b>	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>			
<b>Programme module type:</b>	Compulsory for Single Honours Management, Single Honours Management Science		
<b>Pre-requisite(s):</b>	Entry to a Single Honours Management or Management Science Degree		
<b>Required for:</b>	MN4301		
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 3 weeks), and 2 optional consultative hours ( x 11 weeks)		
	<b>Scheduled learning:</b> 47 hours	<b>Guided independent study:</b> 153 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	<b>As used by St Andrews:</b> Coursework = 100%		
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%		
<b>Module Co-ordinator:</b>	Prof H T O Davies		
<b>Lecturer(s)/Tutor(s):</b>	Prof H T O Davies		

MN3202 Research Methods: 2			
<b>SCOTCAT Credits:</b>	20	SCQF Level 9	<b>Semester:</b> 2
<b>Academic year:</b>	2016/7 & 2017/8		
<b>Planned timetable:</b>	To be arranged.		
<p>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 focused research proposals.</p>			
<b>Programme module type:</b>	Compulsory for Single Honours Management, Single Honours Management Science		
<b>Pre-requisite(s):</b>	Entry to a Single Honours Management or Management Science Degree		
<b>Co-requisite(s):</b>	MN3201	<b>Required for:</b>	MN4301
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 5 weeks) and at least 4 hours of supervisory meeting)		
	<b>Scheduled learning:</b> 14 hours	<b>Guided independent study:</b> 188 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	<b>As used by St Andrews:</b> Coursework = 100%		
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%		
<b>Module Co-ordinator:</b>	Dr C Akinci		
<b>Lecturer(s)/Tutor(s):</b>	Team taught		

## Management - Honours Level - 2016/7 - August 2016

MN4100 Contemporary Issues in Management				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7 & 2017/8			
<b>Availability restrictions:</b>	Available only to students on a Management Honours programme.			
<b>Planned timetable:</b>	To be arranged.			
This module provides a learning experience in which management students (on the single and joint honours pathways) can: reflect back on all the modules they have taken as part of their studies at the University and integrate insights from this prior study; understand and respond to current and likely future challenges that will face them in the near and intermediate future as managers and citizens; and develop skills for being a contributor to responsible enterprise in a number of operational settings.				
<b>Programme module type:</b>	Compulsory for all Management degrees, Management Science			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 7 weeks), 1-hour seminar (x 11 weeks), 2 optional consultative hours (x 11 weeks)			
	<b>Scheduled learning:</b> 47 hours		<b>Guided independent study:</b> 153 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Prof J Bebbington			
<b>Lecturer(s)/Tutor(s):</b>	Team Taught			

MN4211 International Marketing				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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.				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 10 weeks), and 2 optional consultative hours (x 11 weeks)			
	<b>Scheduled learning:</b> 54 hours		<b>Guided independent study:</b> 146 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr M Khalik			
<b>Lecturer(s)/Tutor(s):</b>	Dr M Khalik			

MN4213 Human Resource Management				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr S A Chillas			
<b>Lecturer(s)/Tutor(s):</b>	Dr S A Chillas			

MN4214 Management of Change				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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.				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 60%, Practical Examinations = 0%, Coursework = 40%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 60%, Coursework = 40%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Prof K Ball			
<b>Lecturer(s)/Tutor(s):</b>	Prof K Ball			

## Management - Honours Level - 2016/7 - August 2016

MN4223 International Banking				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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>				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 70%, Coursework = 30%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Prof J Wilson			
<b>Lecturer(s)/Tutor(s):</b>	Prof J Wilson			



MN4227 Corporate Social Responsibility, Accountability and Reporting				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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>				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science. Optional for Sustainable Development.			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 11 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 55 hours		<b>Guided independent study:</b> 145 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Prof Ferguson			
<b>Lecturer(s)/Tutor(s):</b>	Prof Ferguson			

## Management - Honours Level - 2016/7 - August 2016

MN4236 Sociology of Finance				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
<p>In the wake of the global financial meltdown, scholars and professionals alike struggle to understand the causes of the collapse. A sociology of financial markets offers unique insights here. This module will provide a broad introduction to the sociology of finance, including: the research field and its roots in science studies; the architecture and technologies of markets; the role and importance of calculation; the chicken-and-egg problem of economic theory and practice; the specific practices of measurement and calculation that precipitated the crisis; and alternative financial perspectives, such as that offered by Islamic finance. Students will develop a deep understanding of the mechanisms that power financial markets and their relevance to the global economy.</p>				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours (x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 70%, Practical Examinations = 0%, Coursework = 30%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 70%, Coursework = 30%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr P J Roscoe			
<b>Lecturer(s)/Tutor(s):</b>	Dr P J Roscoe			

MN4238 Sustainable Development and Management				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
<p>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.</p>				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science. Optional for Sustainable Development.			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 9 weeks), and 2 optional consultative hours (x 11 weeks)			
	<b>Scheduled learning:</b> 53 hours		<b>Guided independent study:</b> 147 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 50%, Coursework = 50%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr S Russell			
<b>Lecturer(s)/Tutor(s):</b>	Team taught			

MN4241 Knowledge Work: Practice and Context				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
<p>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.</p>				
<b>Programme module type:</b>	Optional for all Management degrees			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 4 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 48 hours		<b>Guided independent study:</b> 152 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 30%, Practical Examinations = 0%, Coursework = 70%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	TBC			
<b>Lecturer(s)/Tutor(s):</b>	TBC			

## Management - Honours Level - 2016/7 - August 2016

MN4242 Advertising and Marketing Communications				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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.				
<b>Programme module type:</b>	Optional for all Management degrees			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 tutorial (x 9 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 53 hours		<b>Guided independent study:</b> 147 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Mr W Barlow			
<b>Lecturer(s)/Tutor(s):</b>	Mr W Barlow			

MN4243 Philanthropy and Philanthropreneurs: the business of doing good				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
Philanthropy is undergoing a renaissance. From Bill Gates to George Soros, from the Rockefeller Foundation in the US to the Bharti Foundation in India, philanthropists and philanthropic foundations are taking an increasingly active role in shaping society and using their private resources for public benefit and social change. But what motivates business leaders to act as philanthropists? How can we understand philanthropic organisations and their role in society? What, if any, is the impact of philanthropic activities on society? How are business models and ideas changing philanthropy? This module critically examines and reviews the philanthropic field, its nature, characteristics, drivers and activities.				
<b>Programme module type:</b>	Optional for all Management degrees			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 seminar (x 5 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 49 hours		<b>Guided independent study:</b> 151 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 40%, Practical Examinations = 0%, Coursework = 60%			
	<b>As used by St Andrews:</b> 2-hour Written Examination = 40%, Coursework = 60%			
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%			
<b>Module Co-ordinator:</b>	Dr T Jung			
<b>Lecturer(s)/Tutor(s):</b>	Dr T Jung			

N4244 Behavioural Decision Making				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
<p>This module explores the problems of decision making and judgment in leadership contexts. It is set around a collection of stories and cases, meant to vividly illustrate important and challenging decision scenarios. Each of the scenarios is examined with theories and concepts from social/cognitive psychology. The purpose of the module is to provide students with opportunity to critically examine the 'intuitive' vs. 'rational' course of action in scenarios that involve goal-setting, uncertainty, delayed gratification, and "tragic trade-offs." Students will be equipped to identify judgmental biases and to reason about ways to deal with these.</p>				
<b>Programme module type:</b>	Optional for all Management degrees			
<b>Pre-requisite(s):</b>	MN2001 and MN2002			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 1 seminar (x 11 weeks), and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 55 hours		<b>Guided independent study:</b> 145 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Dr C Akinci			
<b>Lecturer(s)/Tutor(s):</b>	Dr C Akinci			

## Management - Honours Level - 2016/7 - August 2016

MN4245 Leadership Development			
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b> 1
<b>Academic year:</b>	2016/7		
<b>Availability restrictions:</b>	Available only to students on the Second Year of the Honours Programme.		
<b>Planned timetable:</b>	To be arranged.		
<p>Drawing on current academic debates, examples of leadership challenges from practice and students' own experiences this module examines how leaders can be developed (by themselves and others) to address evolving strategic contexts and emerging patterns of organisation in the private, public and third sector. Focussing not just on the being and doing of leadership, but also on the becoming the module aims to: - develop students' critical understanding of current leadership theory and practice;</p> <ul style="list-style-type: none"> <li>- provide opportunities for students to construct and interpret leadership development experiences;</li> <li>- support students in developing their effectiveness in a variety of leadership contexts where they may or may not have formal authority.</li> </ul>			
<b>Programme module type:</b>	Optional for all Management degrees		
<b>Pre-requisite(s):</b>	MN3102, MN2001 and MN2002		
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) 1 seminar (x 8 weeks), 1 practical class (x 6 weeks) and 3 optional consultative hours (x 11 weeks)		
	<b>Scheduled learning:</b> 69 hours	<b>Guided independent study:</b> 131 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 50%, Practical Examinations = 0%, Coursework = 50%		
	<b>As used by St Andrews:</b> 2-hour Written Examination = 50%, Coursework = 50%		
<b>Re-Assessment pattern:</b>	3-hour Written Examination = 100%		
<b>Module Co-ordinator:</b>	Dr S Romenska		
<b>Lecturer(s)/Tutor(s):</b>	Dr S Romenska		

MN4263 Entrepreneurship and Small Business Development				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	1
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	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.				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 3 lectures (x 9 weeks) and a further 5 hours of tutor contact, and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 54 hours		<b>Guided independent study:</b> 146 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Mr C Lovatt			
<b>Lecturer(s)/Tutor(s):</b>	Mr C Lovatt			

MN4266 Non Governmental Organisations (NGOs): Contexts, Contributions, and Challenges				
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b>	2
<b>Academic year:</b>	2016/7			
<b>Planned timetable:</b>	To be arranged.			
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.				
<b>Programme module type:</b>	Optional for all Management degrees, Management Science. Optional for Sustainable Development.			
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 11 weeks) and 3 x 1-hour workshops, and 2 optional consultative hours ( x 11 weeks)			
	<b>Scheduled learning:</b> 47 hours		<b>Guided independent study:</b> 153 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%			
	<b>As used by St Andrews:</b> Coursework = 100%			
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%			
<b>Module Co-ordinator:</b>	Dr E Burt			
<b>Lecturer(s)/Tutor(s):</b>	Dr E Burt			

## Management - Honours Level - 2016/7 - August 2016

MN4268 Equality and Diversity in Organisations			
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b> 2
<b>Academic year:</b>	2016/7		
<b>Planned timetable:</b>	To be arranged.		
<p>This module explores Equality and Diversity issues in the context of a range of organisations. We will first develop a clear understanding of the legal framework within which Equality and Diversity issues exist in the UK and the range of E&amp;D issues we will explore including those related to gender, age, disability, and ethnicity. We will explore the individual and group processes which frame the utilisation of stereotypes within organisations and how such devices can produce bias, prejudice and discrimination. We will then examine the relationship between Equality and Diversity issues and organisational culture and sub-culture, organisational success and failure, individual and group performance, and finally, we will explore mechanisms for addressing and managing Equality and Diversity challenges. Students will achieve a comprehensive and deep understanding of Equality and Diversity issues, challenges and initiatives by the end of the module.</p> <p>A range of theoretically-focused and empirically-focused academic reading will frame students' developing understanding of the key issues explored. Moreover, materials will be used throughout to concretise and contextualise students' understanding of the issue explored. These include developed scenarios, case studies, film clips and extended film viewings.</p>			
<b>Programme module type:</b>	Optional for all Management degrees, Management Science.		
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 lectures (x 10 weeks) 1-hour seminars (x 10 weeks), and 4 optional consultative hours ( x 12 weeks) amd 1.5-hours of film screenings (x 3 weeks)		
	<b>Scheduled learning:</b> 82 hours	<b>Guided independent study:</b> 118 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	<b>As used by St Andrews:</b> Coursework = 100%		
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%		
<b>Module Co-ordinator:</b>	Prof R Woodfield		
<b>Lecturer(s)/Tutor(s):</b>	Prof R Woodfield, Dr B Bratanova		



MN4301 Management Project			
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b> 1 or 2
<b>Academic year:</b>	2016/7		
<b>Planned timetable:</b>	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: <a href="http://www.st-andrews.ac.uk/printanddesign/dissertation/">http://www.st-andrews.ac.uk/printanddesign/dissertation/</a>)</p>			
<b>Programme module type:</b>	Optional for Single Honours Management, Management Science degrees		
<b>Pre-requisite(s):</b>	MN3201 and MN3202	<b>Anti-requisite(s):</b>	MN4209
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 2 hours and at least 6 hours of supervisory meetings		
	<b>Scheduled learning:</b> 8 hours	<b>Guided independent study:</b> 192 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	<b>As used by St Andrews:</b> Project report / dissertation = 100%		
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%		
<b>Module Co-ordinator:</b>	Dr G Greig		
<b>Lecturer(s)/Tutor(s):</b>	Team taught		

## Management - Honours Level - 2016/7 - August 2016

MN4310 Scenario Thinking			
<b>SCOTCAT Credits:</b>	20	SCQF Level 10	<b>Semester:</b> 2
<b>Academic year:</b>	2016/7		
<b>Availability restrictions:</b>	Available only to students in the second year of the Honours Programme.		
<b>Planned timetable:</b>	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.			
<b>Programme module type:</b>	Optional for all Management degrees, Management Science		
<b>Pre-requisite(s):</b>	MN2001 and MN2002	<b>Anti-requisite(s):</b>	MN4225
<b>Learning and teaching methods and delivery:</b>	<b>Weekly contact:</b> 4 lectures (x 6 weeks) and 2 tutorials (x 6 weeks), and 3 optional consultative hours (x 6 weeks)		
	<b>Scheduled learning:</b> 54 hours	<b>Guided independent study:</b> 146 hours	
<b>Assessment pattern:</b>	<b>As defined by QAA:</b> Written Examinations = 0%, Practical Examinations = 0%, Coursework = 100%		
	<b>As used by St Andrews:</b> Coursework = 100%		
<b>Re-Assessment pattern:</b>	An alternative project of up to 3,000 words = 100%		
<b>Module Co-ordinator:</b>	Prof B MacKay		
<b>Lecturer(s)/Tutor(s):</b>	Prof B MacKay		