



UNIVERSITY COLLEGE DUBLIN

NATIONAL UNIVERSITY OF IRELAND, DUBLIN

COMMERCE
(Postgraduate Courses)

SESSION 2001/2002

NOTE

This booklet contains information on postgraduate courses leading to Degrees and Diplomas in the Faculty of Commerce. For information on undergraduate courses in the Faculty of Commerce, see the booklet *Commerce (Undergraduate Courses)*.

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**DEGREE OF MASTER OF ACCOUNTING (MAcc)
(HIGHER DIPLOMA IN PROFESSIONAL ACCOUNTING (HdipPrAcc))**

COURSE SUMMARY

The Master of Accounting is designed to provide a systematic and rigorous exposure to accounting and accounting-related disciplines. The programme also aims to provide graduates who wish to pursue careers in accounting with a proper understanding of the relationship between theory and practice in the accounting profession.

ENTRY STANDARDS

The programme is designed for university graduates with primary degrees in commerce, business studies etc., who intend to follow a professional accountancy career.

The minimum entry standard to the programme is a first class honours or second class honours grade I business degree, with a substantial accounting element in the degree. All applicants will be considered on a case by case basis and admission is subject to the availability of places on the programme.

COURSES OF STUDY

ACC P602	Financial Accounting I
ACC P603	Financial Accounting II
ACC P604	Auditing I
ACC P608	Auditing II
ACC P607	Company Law
ACC P610	Taxation I
ACC P611	Taxation II
ACC P612	Financial Management
ACC P613	Management Accounting I
ACC P614	Management Accounting II
ACC P624	Dissertation

SYLLABUS OF COURSES

ACC P602 Financial Accounting I

Principles of Financial Accounting

Review of basic bookkeeping and accounts; preparation of accounts in accordance with statutory requirements; preparation of accounts from incomplete records; partnership accounts; admission, retirement, dissolution, conversion into limited company; branch accounts; clubs; farmers; financial analysis.

Financial Reporting

Financial reporting regulatory environment; Accounting Standards Board; company final accounts; profit and loss accounts; balance sheets; cash flow statements. Legal disclosure and presentation requirements; financial reporting standards; statements of standard accounting practice.

ACC P603 Financial Accounting II

Group Accounts

Consolidated balance sheet, profit and loss account, cash flow statements; associated undertakings; goodwill; merger and acquisition accounting, foreign currency translation; legal and professional regulations relating to group accounts.

Financial Statement Analysis

Valuation Models; Investment Returns; Earnings Forecasts; Accrual Accounting Valuation Models; Business Activities and the Financial Statements; Owners' Equity; The Balance Sheet; Income Statement; Statement of Cash Flows; Profitability Analysis; Growth and Sustainable Earnings; Use of Multiples; Accounting Value vs. Economic Value; Risk Analysis.

ACC P604 Auditing I

The general nature of an audit; the objectives of an independent audit of the financial statements of an enterprise; audit planning; audit working papers; the control environment; audit risk and audit evidence; types of audit tests.

ACC P608 Auditing II

Particular features of the audit of a limited company; the role of the internal auditor with the external auditor; computer auditing; audit reports, content, qualifications; current trends in auditing; special audit problems of the smaller enterprise.

ACC P607 Company Law

History and development of company law; nature and functions of companies; incorporation and its consequences; formation procedure; shares; raising and maintenance of capital; dividends; company lending and securities; Directors' duties and liabilities; Auditors' duties and liabilities, examinership; receivership; liquidations; partnership.

ACC P610 Taxation I

Income tax I, including introduction to historical developments, structure and administration; personal tax computations incorporating income assessable under schedules D, E and F; personal allowances, standard rated relief; charges on income; PRSI and health levies. Tax treatment of husband and wife; income tax capital allowances and loss relief; income tax and partnerships; residence and domicile; miscellaneous matters.

Capital acquisitions tax to include: territorial scope of gift and inheritance tax; computations of liability; exemptions and reliefs; gift and inheritance tax; special relationship situations; probate tax; miscellaneous matters.

Stamp duty to include: scope and application; rates and administration; major reliefs; miscellaneous matters.

ACC P611 Taxation II

Capital gains tax to include: charge and territorial scope; personal computations, allowances and exemptions; special reliefs incorporating principal private residence, rollover relief, transfer of a business to a company, paper for paper transactions, retirement relief; anti-avoidance provisions; miscellaneous matters.

Corporation tax to include: charge and territorial scope; corporation tax computations; treatment of company capital gains; loss relief and group relief; close company provisions; non-resident companies; manufacturing relief; international aspects; miscellaneous matters.

Value added tax to include: history, structure, administration; rates, treatment of registered businesses, input credits; intra-EU transactions and other international transactions; treatment of registered businesses; miscellaneous matters.

Income tax II to include: termination payments; anti-avoidance provisions; international aspects; miscellaneous matters.

ACC P612 Financial Management

Introduction; the financial system; valuation techniques; capital budgeting; asset valuation; bond pricing; stock valuation; risk management; hedging & insuring; portfolio diversification; the Capital Assets Pricing Model; alternatives to CAPM; futures; options; contingent claims; capital structure; the dividend decision; financial planning; working capital; Initial Public Offerings; corporate restructuring; foreign exchange risk management; project finance.

ACC P613 Management Accounting I

Cost Accounting

Cost accounting as part of the management information system; the role of cost and management accounting in a world-class environment; principles of cost accumulation - job and process costing systems; income effects of alternative product costing methods; emerging practices in cost management - activity based approaches and cost of quality management; performance measurement and benchmarking; current research developments.

Introduction to Management Accounting

Cost behaviour patterns and cost estimation techniques; cost-volume-profit analysis; measuring relevant costs for decision making; decision making with scarce resources; accounting information for pricing decisions; life-cycle costing; target costing; decision making under conditions of uncertainty; budgets and budgetary control; zero based budgeting; flexible budgets; behavioural aspects of accounting; current research developments.

ACC P614 Management Accounting II

Financial Control Systems

Nature of control; control theory; controls in the business setting; strategic management accounting; implications of strategy for control system design; the role of management accounting in implementation of strategy; budgetary control systems; cost control; standard costs and variance accounting; control of service departments; control of not-for-profit

organisations; responsibility accounting; control of decentralised organisations; transfer pricing; managerial performance measurement; current research developments.

Information Technology

Basic IT skills including Email, Browsers, MS-Office products; VBA programming; Control Structures and Forms; Databases; Introductory SQL; Accounting Systems and Software; On-Line Report Generation; XBRL.

ACC P624 Dissertation

Research Methodology

Introduction; research questions and topics; literature reviews; research design; research methods; survey research; historical/case research; empirical research; data analysis; topic analyses; writing a thesis; research proposals.

Report Writing and Business Communication

Introduction and objectives; guidelines for successful written communications; basic principles; editing; business communication; business letters; memoranda; reports; report assessment criteria; presentation skills; delivery considerations; interview skills.

Each student will be required to write a dissertation of approximately 15,000 words.

DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

PROGRAMME OBJECTIVES

The MBA Degree is designed for experienced managers who wish to advance their careers in their chosen functional areas and who aspire towards general management. The MBA programme provides them with a comprehensive grounding in all of the main functional subjects involved in business administration, and develops their analytical and interpersonal skills in the exercise of strategic leadership and in the solution of business problems. It also provides a thorough appreciation of the legal, economic and competitive environment of business, with a strongly international orientation.

ENTRY STANDARDS

The normal entry standard for the MBA programme is an honours university degree and a minimum of three years' experience. Applicants with pass degrees but with designated professional qualifications together with substantial business experience may be accepted at the discretion of the Faculty. In exceptional circumstances, applicants without a degree may be accepted whose professional background and career experience attest to their ability to complete the rigorous course of study required for an MBA Degree.

Acceptance on the MBA programme is based on multiple criteria, including entry qualifications and experience, a personal interview and references, and performance on the GMAT (Graduate Management Admissions Test). The GMAT is a standardised test which is used worldwide for entry to MBA programmes, and can be taken in Dublin. Details are supplied to all MBA applicants.

Application forms are available from the MBA Programme Manager, Graduate School of Business, University College Dublin, Blackrock, Co. Dublin. Completed applications must be returned by 31 March for the following September. Late applications may be considered in exceptional circumstances subject to availability of places.

Where candidates have completed other degree courses in subjects which the Faculty of Commerce, through its MBA Policy Committee with the agreement of the Professor of the subject, considers equivalent to those in the UCD MBA programme, exemption credits for these courses may be granted.

Holders of the following qualifications shall be exempted from all of Part 1 of the MBA Degree:

(1) MIE (2) Higher Diploma in Technology Management (3) Advanced Management Diploma

Holders of relevant Masters' degrees may be granted exemption from Part 1 subject to a case by case consideration. In specific cases, entrants may be required to take specific subjects as a choice from their optional subjects to meet a desired coverage of the curriculum.

PROGRAMME MODES

The MBA Degree is available in full-time and part-time modes, and with several sectoral specialisations.

Full-time

The full-time programme runs over a twelve month period commencing in late September each year. This twelve month period is divided into two teaching semesters (September - January and January - May) and a summer research semester (May - August). Students are required to be in attendance full-time over the year and classes are scheduled throughout the day.

Part-time

The part-time programme extends over two academic years, divided into four teaching semesters (September - January and January - May) and a final summer research semester (May - August). Classes generally take place in the evening from 4.30 p.m. to 8.30 p.m. but typically also involve a number of day release blocks. A further version of the part-time MBA is run on Friday and Saturdays in association with the Advanced Management Diploma which forms the first part of that MBA (see pages 24 – 27).

Sectoral Specialisations

There are two sectoral specialisations currently available within the MBA programme:

Public Management

This is offered in conjunction with the part-time MBA programme. Students take two electives in Public Management in this mode in addition to the core MBA curriculum. The major research project undertaken in the final summer research semester also focuses on an area of Public Management.

Power Utility Management

This is a one-year, full-time MBA programme run jointly with the Electricity Supply Board. It is designed specifically for managers of power utilities.

PROGRAMME STRUCTURE

The structure and content of the MBA programme is similar for both the full-time and part-time modes, as shown in the following tables.

The programme commences with one week of introductory courses which do not count for credit. The main programme is divided into two parts, designed to build upon one another.

Part 1 provides a foundation in core disciplines such as Economics and Business Law, and in the main functional subjects involved in Business Administration. All participants take the same core courses in Part 1.

Part 2 provides advanced courses with an emphasis on building skills in applying theories and concepts encountered in Part 1. Participants are allowed to take four elective subjects at this stage to enable them to pursue their own particular interests. There is also scope for participation in an international Summer School which counts for elective credits, and credits may also be accepted from MBA courses taken at other institutions, at the discretion of the faculty.

Examinations

Examinations are held in the Spring and Summer of each session, and the subjects examined are those covered in the previous semester. In the case of the part-time programme, candidates are required to have passed (or be exempted from) the examinations for first year before being permitted to proceed to second year.

Candidates for the MBA are required to submit a major research project, the specifications for which are prescribed, following the completion of their written examinations. The degree award is determined from the composite grade for the written examinations and the research project.

FULL-TIME

INTRODUCTORY PROGRAMME (Not for credit)

Introduction to Microcomputers; Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Introduction to Economics

PART 1: CORE COURSES (9) - (Full-time Semester 1)

	Marks		Marks
ACCP615 Managerial Accounting	100	FINP601 Principles of Finance	100
ACCP618 Financial Reporting	100	HRMP601 Human Resource Management	100
BMGTP601 Organisational Behaviour	100	MISP601 Management Information Systems	100
BMGTP602 Operations Management	100	MKTP601 Marketing Management	100
ECONP303 Business Economics	100		

Total Marks (**Part 1**): 900

PART 2: CORE COURSES (5) - (Full-time Semester 2)

	Marks		Marks
ACCP632 Financial Statement Analysis	100	BMGTP605 International Business	100
BMGTP603 Business Policy	100	FINP602 Corporate Finance	100
BMGTP604 Strategic Management	100		

PART 2: ELECTIVE COURSES (4) - (Full-time Semester 2)

	Marks		Marks
ACCP617 Management Control Systems	100	ECONP316 Managerial Economics	100
ACCP619 European Business Law	100	FINP648 Global Strategic Finance	100
ACCP622 Taxation	100	FINP654 Advanced Specialist Topic in Finance	100
BMGTP607 Managing Change	100	HRMP624 Advanced Human Resource Management	100
BMGTP689 Management, Organisation & Careers (Project)	100	HRMP628 Advanced Specialist Topic in HRM	100
BMGTP701 Advanced Business Subject (examination based)	100	MISP602 Management Science	100
BMGTP702 Advanced Business Subject (project based)	100	MISP634 Managing E-commerce Strategy & Operations	100
BMGTP719 Business Planning & Project Management	100	MISP636 Global E-commerce in Hi-tech Growth Economies	100
BMGTP724 Business Research Methods (Project)	100	MISP640 Advanced Specialist Topic in MIS Trends	100
BMGTP729 Management of Entrepreneurial & Small Business Organisations	100	MKTP602 International Marketing	100
BMGTP732 Team Development in Organisations	100	MKTP636 Advanced Specialist Topic in Marketing	100
BMGTP736 Advanced Specialist Topic in Management	100	Approved External Course	100
ECONP100 Irish Economic Policy	100		

Total Marks (**Part 2**): 900

SUMMER RESEARCH SEMESTER: BMGTP684 APPLIED RESEARCH PROJECT
Marks: 300

Total Marks: 2,100

MBA PROGRAMME COURSES

PART 1: CORE COURSES

ACCP615 Managerial Accounting

Nature and role of managerial accounting. Cost terminology and classification. Accounting for materials, labour and overheads; cost allocation and apportionment; overhead absorption. Product and job costing and inventory valuation. Cost behaviour and prediction. Decision-making and relevant costs. Decision-making with scarce resources including linear programming. Decision-making under uncertainty. Budgets, budgetary control and Lotus 1-2-3. Standard costing and variance analysis.

ACCP618 Financial Reporting

The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition and accounting for changing prices. The purpose of depreciation and the replacement of fixed assets; accounting treatment of government grants and leased assets. Accounting and the valuation of stocks. Cash and funds flow accounting. Financial statements and corporate reports of limited companies - statutory requirements and professional pronouncements including extraordinary and exceptional items. Directors' and Chairman's' reports. Accounting for groups of companies including subsidiary, associated and investment companies. Interpretation of financial statements. Creative accounting including increasing income, enhancing fixed assets, managing tax positions, currency translation windfalls and creative acquisition accounting. The role of auditors. Accounting numbers and executive remuneration packages. Capital markets and financial information including financial distress prediction.

BMGTP601 Organisational Behaviour

Understanding individual behaviour. Theories of motivation and satisfaction. Applied motivation - extrinsic rewards and payments systems; intrinsic rewards and job design. Managing abilities. Cognitive processes (participation and decision-making) and their application to management. Decision-making; communication; judgement; personal perception; group behaviour; nature and importance of groups. Group formation and development; group performance and decision-making. Leadership. Group processes - communication, decision-making, motivation, influence and managing conflict.

BMGTP602 Operations Management

This course introduces students to current developments in both manufacturing and service operations. Topics include manufacturing strategy, lean manufacturing, new product development, industrial policy issues, capacity planning, facility location, process choice and advanced manufacturing technology, productivity and performance, just-in-time, total quality management, aggregate production planning and manufacturing futures.

ECONP303 Business Economics

The course covers topics in both micro and macro economics including: Application of economic theory on demand, production, cost, pricing, risk and uncertainty to business decisions. Methods of finding and using empirical evidence. National accounts and their compilation. Theory of income determination. The role of money in the economic system.

FINP601 Principles of Finance

Functions of the financial manager. Estimation and management of working capital. Capital budgeting techniques and project appraisal including net present value and internal rate of return. Sources of finance and the cost of capital; fixed rate versus floating rate financing. Financing decisions and financial instruments. Capital structure and valuation. Portfolio theory and capital asset pricing model (CAPM). Option pricing theory and arbitrage pricing theory. Dividend policy and valuation. Mergers and acquisitions. Foreign exchange management. New financial instruments.

HRMP601 Human Resource Management

This course focuses on models of strategic human resource management. It covers: traditional approaches to the management of staff; the emerging proactive strategies which seek to link staff management with the wider business strategies of organisations; the alternative policy options of the new approach in the key areas of management-remuneration systems, employee "voice" systems, the management of staff "flows" through the company and work organisations.

MISP601 Management Information Systems

Management Science: Introduction to linear programming. Graphical representation, solution and sensitivity analysis. Formulation of problems. Use of computer packages. Applications. Transportation, assignment and transshipment. Networks and critical path methods. Decision theory.

The effect of MIS on management and the management process. The future of MIS and Information Resource Management. The data base and data processing principles. Information processing technology: Maintenance, micros. Distributed processing. The application development cycle.

MKTP601 Marketing Management

Nature of marketing management. Marketing mix decisions. The marketing environment. Marketing strategy formulation. Analysing buyer behaviour - consumer markets - industrial markets - markets for services. Marketing information systems and marketing research. Market segmentation and forecasting. Marketing planning. Product policy decisions. Marketing communications. Physical distribution and channel decisions. Pricing policy. Implementing the marketing plan. Marketing control.

PART 2: CORE COURSES

ACCP632 Financial Statement Analysis

Topics addressed by this course include: proforma statements; market versus book values; company valuation.

BMGTP603 Business Policy

This course addresses issues of policy and strategy faced by Irish firms as they endeavour to grow. The Irish and international environment within which firms must conceive strategies and define policies is examined through projects. The strategies pursued by Irish companies are assessed through the use of a series of case studies. The cases chosen address priority areas and issues in Irish business. These include: The repositioning of Irish business and of large indigenous firms, small firm growth and development, export-led growth, agribusiness, internationally traded services, tourism, overseas industry and linkages to the overseas firms.

BMGTP604 Strategic Management

This course examines how the organisation finds and enacts its strategic intentions. The aim is to optimise the positioning and performance of the firm within its business environment through an appreciation of the way organisations work in terms of their structures and management processes. Contemporary paradigms and emerging trends in strategic management will be discussed. Among topics covered are: models of strategic management, strategic control, leadership, organisational politics, corporate culture, business ethics, quality management, organisational change and renewal, organisational learning, and the management of multi-business companies.

BMGTP605 International Business

Covers: The economic environment; the sociocultural and political environment; the industrial environment and the role of the government; organising and staffing for global business; leadership in an international firm; international operations; the development of a global strategy; competition or co-operation? Global management of innovation; information control systems; group presentations of global industry/firm cases.

FINP602 Corporate Finance

This course is taught completely by means of case studies on actual business situations. The application of case analysis covers the following areas: The management of working capital. Optimal capital structure and cost of capital determination. Capital budgeting and project appraisal. Debt financing. Dividend policy. Financial analysis. Takeovers, mergers and acquisitions.

PART 2: ELECTIVE COURSES

ACCP617 Management Control Systems

Process and structure of management control and systems design. Responsibility units; revenue, expense, profit and investment centres. The management control process; planning resource allocation, including profit and non-profit oriented organisations; profit planning, pricing problems and financial planning. Control of structured and unstructured processes, including standard costing, variance analysis and reporting of performance. Decentralisation and performance evaluation, including transfer pricing. Behavioural aspects of management information and control systems.

ACCP619 European Business Law

Introduction to European law and the law of the Union. The European Union (EU) and its institutions; European Council. Structure and procedure of the European Court and scope of its jurisdiction; reference from national courts. International conferences and treaties. Free movement of goods. The worker and the Union. Agriculture; capital and intellectual property. Union policies: Transport, competition, taxation, economic policy, social policy, regional policy, environmental policy, energy and the Union. External relations: general agreements of tariffs and trade (GATT); the International Monetary Fund (IMF); survey of agreements and participation of the Union in international organisations. The admission of new member states.

ACCP622 Taxation

Tax jurisdiction - residence and domicile. The importance of tax planning; anti-avoidance legislation. The taxation of personal income, bases of assessment and tax efficient remuneration packages. The taxation of business income including incorporated and unincorporated enterprises. Incentives to invest including capital allowances and relief for investment in corporate trades (RICT) and the financial services. Extraction of business profits including close companies. Capital gains; capital acquisitions tax and business succession planning. Aspects of international and double tax agreements.

BMGTP607 Managing Change

This course deals with the following themes: Understanding organisations. The changing nature of the corporate environment. Flexibility and uncertainty. Unplanned change. Models and processes of planned change. Emergent models. Open systems theory. The change agent. The diagnostic process. Change interventions: human process, technostructural, human resource and strategic. Evaluation and selection of interventions. Implementing planned change: power, politics and resistance.

Organisational transformation and strategic change. Evolution or revolution. The need for integration and coherence. Processes of managing and implementing strategic change. Empowerment and the dilemma of participation. The future of work. The learning organisation and organisational change.

BMGTP689 Management, Organisation and Careers (Project)

This course has three objectives. First, to encourage and equip participants to examine their career to date, to assess the future options and opportunities, and throughout their MBA, to work towards a strategic plan for the next stages in their career. Secondly, to examine best practice and proven theory in the areas of management both at the corporate level and senior

functional levels; and within course and group work to experiment and extend the range of personal competences. Thirdly, to integrate from cognate courses throughout the MBA the issues and lessons from a managerial perspective and to seek to internalise the qualities of leadership, judgement and performance required for business and career success.

BMGTP701 Advanced Business Subject

Examination based.

BMGTP702 Advanced Business Subject

Project based.

BMGTP719 Business Planning and Project Management

This course is designed to aid students whose career objectives include Business Consultancy, Change Management and Project Management. The course objective is to provide students with significant insight into these roles and confidence in best-practice approaches, methods and techniques for these areas.

The course combines lectures with practical case exercises. Subjects include:

- Situation analysis, problem solving and decision analysis.
- Business strategy and planning: project feasibility analysis; constructing the business plan; winning financial backing and industrial development grants.
- Effective consultancy and intervention; proposals, power and influence.
- Conducting health checks at corporate and functional levels; balancing competing demands; and techniques for project evaluation.
- Introducing and implementing change successfully: leadership and coaching.
- Project management: the project life-cycle; planning, organising, leading, controlling and achieving project objectives.

BMGTP724 Business Research Methods (Project)

The general objective of this course is to introduce students to the methods of research. The specific objectives are (i) to provide students with the necessary grounding in research methods to support their project and business research project and (ii) to enable students to link the research process with the theories and principles of management.

Topics covered: The research process; reviewing literature; research design; the case method; action research; survey methodology; company analysis; current themes in management.

BMGTP729 Management of Entrepreneurial and Small Business Organisations

The purpose of this course is to give the student the opportunity to acquire the basic knowledge required to start a business and an ideal of how knowledge which has been acquired in the core courses for the MBA degree could be applied in either a new or adolescent firm.

The course will be conducted as a seminar, with time devoted to the discussion of ideas by students who have an interest in entrepreneurship and small business management. These ideas may come from guest speakers, from the instructor, from the text or other readings from case materials, and from students.

BMGTP732 Team Development in Organisations

This is a project-based course, which involves considerable fieldwork in the examination of organisation design. The programme will give participants an in-depth knowledge of teams in the success of organisations and how to build effective teams in any organisation. The course will review the major theoretical perspectives in the field of Team Development theory and the literature supporting these perspectives. Learning areas will include personnel

team profiles, team development and team building, characteristics of high performance teams and creating a learning environment. This module is distinctive in that it allows the participants to develop their own skills through experimental learning and skills training. The contents of this course will be presented through group work, simulation games, self-assessment and other experimental work.

BMGTP736 Advanced Specialist Topic in Management

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

ECONP100 Irish Economic Policy

Recent trends in living standards in Ireland; stabilisation policy. The labour market and problems of unemployment. Industrial policy. Agriculture. Income policy. Exchange rate policy and inflation. Economic policy. The role of forecasting, models, fine-tuning, feedback, rules versus discretion.

ECONP316 Managerial Economics

Managerial economics is a discipline that links the insights from economic theory to business decisions in order to improve decision making by the firm. The course will cover topics in both demand and supply.

Demand: demand estimation; business and economic forecasting; importance of income; cross and own price elasticities; impact of advertising; new product introduction.

Supply: the firm as an entity; transaction costs; agency relationships within and between firms; information asymmetries; production and costs; technology; industrial innovation and market structure; market structures and pricing and output strategies; pricing techniques; risk and uncertainty.

FINP648 Global Strategic Finance

This course will have two main themes. The first of these concentrates on the important linkages between corporate finance and product market behaviour. The second theme concentrates on the current challenges in international financial management. Topics covered include: Corporate finance and product market behaviour; a real options approach to investments; value of corporate level strategy; corporate governance; executive compensation; foreign exchange risk management; hedging instruments; and international financial valuation.

FINP654 Advanced Specialist Topic in Finance

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

HRMP624 Advanced Human Resource Management

The course covers a range of contemporary HRM issues in the context of changing organisations, including the following: The limits of traditional collective bargaining and the scope for integrative models. Towards new work structures: possibilities and limitations. HRM considerations in restructuring organisations. Effective performance related pay. Managing performance and behaviour in the context of employment law. Models of organisational effectiveness in international business.

HRMP628 Advanced Specialist Topic in HRM

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MISP602 Management Science

This course addresses strategic and operational decision making from a scientific point of view. The first part introduces decision science and shows how it offers a context and a framework for decision making by general managers. The intention, then, is to develop expertise in diagnosing strategic adjustments for companies and in structuring conflicting business objectives. The second part considers ways of dealing with risk and uncertainty, and introduces techniques, which help to optimise the use of scarce resources using linear programming. It is intended to develop expertise in practical problem solving and in the use of computer software packages.

MISP634 Managing eCommerce Strategy and Operations

This course addresses strategic issues facing commercial enterprises arising from the emergence of the digital economy. In particular it will provide an understanding of how current competitive and operational models are challenged by the emergence of e-commerce. At the same time it will provide an overview of how current practice in the e-commerce arena can be explained by existing models of strategy and operations.

MISP636 Global eCommerce in Hi-tech Growth Economies

The objective of this course is to address the main driving forces of the new economy; "globalisation and information technology" and to learn how Ireland has successfully managed to develop a reputation for and expertise in e-commerce on a global basis.

MISP640 Advanced Specialist Topic in MIS Trends

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MKTP602 International Marketing

The main focus of this course is the examination and development of strategies for competing in European and global markets. Topics include: generic competitive strategies, competitive analysis, the globalisation of markets, development of global strategies, global organisations, implications of the Single European Market, marketing issues in specific European countries, the use of strategic alliances, joint ventures and acquisitions as the means of entering international markets.

MKTP636 Advanced Specialist Topic in Marketing

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

Electives from Other Areas

MBA participants may be allowed from year to year, as circumstances permit, to choose for their four elective courses, courses provided within the UCD MBS and other UCD MBA programmes.

MBA participants may be allowed from year to year, as circumstances permit, to choose some or all of their elective courses to be taken at other MBA colleges and MBA Summer Schools, as permitted by Faculty.

PART-TIME

INTRODUCTORY PROGRAMME (Not for credit)

Introduction to Microcomputers; Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Introduction to Economics

PART 1: CORE COURSES (9) - (Part-time Year 1)

	Marks		Marks
ACCP625 Managerial Accounting	100	FINP641 Principles of Finance	100
ACCP628 Financial Reporting	100	HRMP622 Human Resource Management	100
BMGTP690 Organisational Behaviour	100	MISP629 Management Information Systems	100
BMGTP691 Operations Management	100	MKTP631 Marketing Management	100
ECONP315 Business Economics	100		

Total Marks (**Part 1**): 900

PART 2: CORE COURSES (5) - (Part-time Year 2)

	Marks		Marks
ACCP633 Financial Statement Analysis	100	BMGTP693 International Business	100
BMGTP728 Business Policy	100	FINP642 Corporate Finance	100
BMGTP692 Strategic Management	100		

PART 2: ELECTIVE COURSES (4) - (Part-time Year 2)

	Marks		Marks
ACCP627 Management Control Systems	100	ECONP317 Managerial Economics	100
ACCP629 European Business Law	100	FINP649 Global Strategic Finance	100
ACCP630 Taxation	100	FINP655 Advanced Specialist Topic in Finance	100
BMGTP694 Managing Change	100	HRMP625 Advanced Human Resource Management	100
BMGTP698 Management, Organisation & Careers (Project)	100	HRMP629 Advanced Specialist Topic in HRM	100
BMGTP703 Advanced Business Subject (examination based)	100	MISP630 Management Science	100
BMGTP704 Advanced Business Subject (project based)	100	MISP635 Managing E-commerce Strategy & Operations	100
BMGTP720 Business Planning & Project Management	100	MISP637 Global E-commerce in Hi-tech Growth Economies	100
BMGTP727 Business Research Methods (Project)	100	MISP641 Advanced Specialist Topic in MIS Trends	100
BMGTP730 Management of Entrepreneurial & Small Business Organisations	100	MKTP630 International Marketing	100
BMGTP733 Team Development in Organisations	100	MKTP637 Advanced Specialist Topic in Marketing	100
BMGTP737 Advanced Specialist Topic in Management	100	Approved External Course	100
ECONP314 Irish Economic Policy	100		

Total Marks (**Part 2**): 900

SUMMER RESEARCH SEMESTER: BMGTP684 APPLIED RESEARCH PROJECT

Marks: 300

Total Marks: 2,100

MBA PROGRAMME COURSES

PART 1: CORE COURSES

ACCP625 Managerial Accounting

Nature and role of managerial accounting. Cost terminology and classification. Accounting for materials, labour and overheads; cost allocation and apportionment; overhead absorption. Product and job costing and inventory valuation. Cost behaviour and prediction. Decision-making and relevant costs. Decision-making with scarce resources including linear programming. Decision-making under uncertainty. Budgets, budgetary control and Lotus 1-2-3. Standard costing and variance analysis.

ACCP628 Financial Reporting

The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition and accounting for changing prices. The purpose of depreciation and the replacement of fixed assets; accounting treatment of government grants and leased assets. Accounting and the valuation of stocks. Cash and funds flow accounting. Financial statements and corporate reports of limited companies - statutory requirements and professional pronouncements including extraordinary and exceptional items. Directors' and Chairman's' reports. Accounting for groups of companies including subsidiary, associated and investment companies. Interpretation of financial statements. Creative accounting including increasing income, enhancing fixed assets, managing tax positions, currency translation windfalls and creative acquisition accounting. The role of auditors. Accounting numbers and executive remuneration packages. Capital markets and financial information including financial distress prediction.

BMGTP690 Organisational Behaviour

Understanding individual behaviour. Theories of motivation and satisfaction. Applied motivation - extrinsic rewards and payments systems; intrinsic rewards and job design. Managing abilities. Cognitive processes (participation and decision-making) and their application to management. Decision-making; communication; judgement; personal perception; group behaviour; nature and importance of groups. Group formation and development; group performance and decision-making. Leadership. Group processes - communication, decision-making, motivation, influence and managing conflict.

BMGTP691 Operations Management

This course introduces students to current developments in both manufacturing and service operations. Topics include manufacturing strategy, lean manufacturing, new product development, industrial policy issues, capacity planning, facility location, process choice and advanced manufacturing technology, productivity and performance, just-in-time, total quality management, aggregate production planning and manufacturing futures.

ECONP315 Business Economics

The course covers topics in both micro and macro economics including: Application of economic theory on demand, production, cost, pricing, risk and uncertainty to business decisions. Methods of finding and using empirical evidence. National accounts and their compilation. Theory of income determination. The role of money in the economic system.

FINP641 Principles of Finance

Functions of the financial manager. Estimation and management of working capital. Capital budgeting techniques and project appraisal including net present value and internal rate of return. Sources of finance and the cost of capital; fixed rate versus floating rate financing. Financing decisions and financial instruments. Capital structure and valuation. Portfolio theory and capital asset pricing model (CAPM). Option pricing theory and arbitrage pricing theory. Dividend policy and valuation. Mergers and acquisitions. Foreign exchange management. New financial instruments.

HRMP622 Human Resource Management

This course focuses on models of strategic human resource management. It covers: traditional approaches to the management of staff; the emerging proactive strategies which seek to link staff management with the wider business strategies of organisations; the alternative policy options of the new approach in the key areas of management-remuneration systems, employee "voice" systems, the management of staff "flows" through the company and work organisations.

MISP629 Management Information Systems

Management Science: Introduction to linear programming. Graphical representation, solution and sensitivity analysis. Formulation of problems. Use of computer packages. Applications. Transportation, assignment and transshipment. Networks and critical path methods. Decision theory.

The effect of MIS on management and the management process. The future of MIS and Information Resource Management. The data base and data processing principles. Information processing technology: Maintenance, micros. Distributed processing. The application development cycle.

MKTP631 Marketing Management

Nature of marketing management. Marketing mix decisions. The marketing environment. Marketing strategy formulation. Analysing buyer behaviour - consumer markets - industrial markets - markets for services. Marketing information systems and marketing research. Market segmentation and forecasting. Marketing planning. Product policy decisions. Marketing communications. Physical distribution and channel decisions. Pricing policy. Implementing the marketing plan. Marketing control.

PART 2: CORE COURSES

ACCP633 Financial Statement Analysis

Topics addressed by this course include: proforma statements; market versus book values; company valuation.

BMGTP728 Business Policy

This course addresses issues of policy and strategy faced by Irish firms as they endeavour to grow. The Irish and international environment within which firms must conceive strategies and define policies is examined through projects. The strategies pursued by Irish companies are assessed through the use of a series of case studies. The cases chosen address priority areas and issues in Irish business. These include: The repositioning of Irish business and of large indigenous firms, small firm growth and development, export-led growth, agribusiness, internationally traded services, tourism, overseas industry and linkages to the overseas firms.

BMGTP692 Strategic Management

This course examines how the organisation finds and enacts its strategic intentions. The aim is to optimise the positioning and performance of the firm within its business environment through an appreciation of the way organisations work in terms of their structures and management processes. Contemporary paradigms and emerging trends in strategic management will be discussed. Among topics covered are: models of strategic management, strategic control, leadership, organisational politics, corporate culture, business ethics, quality management, organisational change and renewal, organisational learning, and the management of multi-business companies.

BMGTP693 International Business

Covers: The economic environment; the sociocultural and political environment; the industrial environment and the role of the government; organising and staffing for global business; leadership in an international firm; international operations; the development of a global strategy; competition or co-operation? Global management of innovation; information control systems; group presentations of global industry/firm cases.

FINP642 Corporate Finance

This course is taught completely by means of case studies on actual business situations. The application of case analysis covers the following areas: The management of working capital. Optimal capital structure and cost of capital determination. Capital budgeting and project appraisal. Debt financing. Dividend policy. Financial analysis. Takeovers, mergers and acquisitions.

PART 2: ELECTIVE COURSES

ACCP627 Management Control Systems

Process and structure of management control and systems design. Responsibility units; revenue, expense, profit and investment centres. The management control process; planning resource allocation, including profit and non-profit oriented organisations; profit planning, pricing problems and financial planning. Control of structured and unstructured processes, including standard costing, variance analysis and reporting of performance. Decentralisation and performance evaluation, including transfer pricing. Behavioural aspects of management information and control systems.

ACCP629 European Business Law

Introduction to European law and the law of the Union. The European Union (EU) and its institutions; European Council. Structure and procedure of the European Court and scope of its jurisdiction; reference from national courts. International conferences and treaties. Free movement of goods. The worker and the Union. Agriculture; capital and intellectual property. Union policies: Transport, competition, taxation, economic policy, social policy, regional policy, environmental policy, energy and the Union. External relations: general agreements of tariffs and trade (GATT); the International Monetary Fund (IMF); survey of agreements and participation of the Union in international organisations. The admission of new member states.

ACCP630 Taxation

Tax jurisdiction - residence and domicile. The importance of tax planning; anti-avoidance legislation. The taxation of personal income, bases of assessment and tax efficient remuneration packages. The taxation of business income including incorporated and unincorporated enterprises. Incentives to invest including capital allowances and relief for investment in corporate trades (RICT) and the financial services. Extraction of business profits including close companies. Capital gains; capital acquisitions tax and business succession planning. Aspects of international and double tax agreements.

BMGTP694 Managing Change

This course deals with the following themes: Understanding organisations. The changing nature of the corporate environment. Flexibility and uncertainty. Unplanned change. Models and processes of planned change. Emergent models. Open systems theory. The change agent. The diagnostic process. Change interventions: human process, technostructural, human resource and strategic. Evaluation and selection of interventions. Implementing planned change: power, politics and resistance.

Organisational transformation and strategic change. Evolution or revolution. The need for integration and coherence. Processes of managing and implementing strategic change. Empowerment and the dilemma of participation. The future of work. The learning organisation and organisational change.

BMGTP698 Management, Organisation and Careers (Project)

This course has three objectives. First, to encourage and equip participants to examine their career to date, to assess the future options and opportunities, and throughout their MBA, to work towards a strategic plan for the next stages in their career. Secondly, to examine best practice and proven theory in the areas of management both at the corporate level and senior

functional levels; and within course and group work to experiment and extend the range of personal competences. Thirdly, to integrate from cognate courses throughout the MBA the issues and lessons from a managerial perspective and to seek to internalise the qualities of leadership, judgement and performance required for business and career success.

BMGTP703 Advanced Business Subject

Examination based.

BMGTP704 Advanced Business Subject

Project based.

BMGTP720 Business Planning and Project Management

This course is designed to aid students whose career objectives include Business Consultancy, Change Management and Project Management. The course objective is to provide students with significant insight into these roles and confidence in best-practice approaches, methods and techniques for these areas.

The course combines lectures with practical case exercises. Subjects include:

- Situation analysis, problem solving and decision analysis.
- Business strategy and planning: project feasibility analysis; constructing the business plan; winning financial backing and industrial development grants.
- Effective consultancy and intervention; proposals, power and influence.
- Conducting health checks at corporate and functional levels; balancing competing demands; and techniques for project evaluation.
- Introducing and implementing change successfully; leadership and coaching.
- Project management: the project life-cycle; planning, organising, leading, controlling and achieving project objectives.

BMGTP727 Business Research Methods (Project)

The general objective of this course is to introduce students to the methods of research. The specific objectives are (i) to provide students with the necessary grounding in research methods to support their project and business research project and (ii) to enable students to link the research process with the theories and principles of management.

Topics covered: The research process; reviewing literature; research design; the case method; action research; survey methodology; company analysis; current themes in management.

BMGTP730 Management of Entrepreneurial and Small Business Organisations

The purpose of this course is to give the student the opportunity to acquire the basic knowledge required to start a business and an ideal of how knowledge which has been acquired in the core courses for the MBA degree could be applied in either a new or adolescent firm.

The course will be conducted as a seminar, with time devoted to the discussion of ideas by students who have an interest in entrepreneurship and small business management. These ideas may come from guest speakers, from the instructor, from the text or other readings from case materials, and from students.

BMGTP733 Team Development in Organisations

This is a project-based course, which involves considerable fieldwork in the examination of organisation design. The programme will give participants an in-depth knowledge of teams in the success of organisations and how to build effective teams in any organisation. The course will review the major theoretical perspectives in the field of Team Development theory and the literature supporting these perspectives. Learning areas will include personnel

team profiles, team development and team building, characteristics of high performance teams and creating a learning environment. This module is distinctive in that it allows the participants to develop their own skills through experimental learning and skills training. The contents of this course will be presented through group work, simulation games, self-assessment and other experimental work.

BMGTP737 Advanced Specialist Topic in Management

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

ECONP314 Irish Economic Policy

Recent trends in living standards in Ireland; stabilisation policy. The labour market and problems of unemployment. Industrial policy. Agriculture. Income policy. Exchange rate policy and inflation. Economic policy. The role of forecasting, models, fine-tuning, feedback, rules versus discretion.

ECONP317 Managerial Economics

Managerial economics is a discipline that links the insights from economic theory to business decisions in order to improve decision making by the firm. The course will cover topics in both demand and supply.

Demand: demand estimation; business and economic forecasting; importance of income; cross and own price elasticities; impact of advertising; new product introduction.

Supply: the firm as an entity; transaction costs; agency relationships within and between firms; information asymmetries; production and costs; technology; industrial innovation and market structure; market structures and pricing and output strategies; pricing techniques; risk and uncertainty.

FINP649 Global Strategic Finance

This course will have two main themes. The first of these concentrates on the important linkages between corporate finance and product market behaviour. The second theme concentrates on the current challenges in international financial management. Topics covered include: Corporate finance and product market behaviour; a real options approach to investments; value of corporate level strategy; corporate governance; executive compensation; foreign exchange risk management; hedging instruments; and international financial valuation.

FINP655 Advanced Specialist Topic in Finance

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

HRMP625 Advanced Human Resource Management

The course covers a range of contemporary HRM issues in the context of changing organisations, including the following: The limits of traditional collective bargaining and the scope for integrative models. Towards new work structures: possibilities and limitations. HRM considerations in restructuring organisations. Effective performance related pay. Managing performance and behaviour in the context of employment law. Models of organisational effectiveness in international business.

HRMP629 Advanced Specialist Topic in HRM

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MISP630 Management Science

This course addresses strategic and operational decision making from a scientific point of view. The first part introduces decision science and shows how it offers a context and a framework for decision making by general managers. The intention, then, is to develop expertise in diagnosing strategic adjustments for companies and in structuring conflicting business objectives. The second part considers ways of dealing with risk and uncertainty, and introduces techniques, which help to optimise the use of scarce resources using linear programming. It is intended to develop expertise in practical problem solving and in the use of computer software packages.

MISP635 Managing eCommerce Strategy and Operations

This course addresses strategic issues facing commercial enterprises arising from the emergence of the digital economy. In particular it will provide an understanding of how current competitive and operational models are challenged by the emergence of e-commerce. At the same time it will provide an overview of how current practice in the e-commerce arena can be explained by existing models of strategy and operations.

MISP637 Global eCommerce in Hi-tech Growth Economies

The objective of this course is to address the main driving forces of the new economy; "globalisation and information technology" and to learn how Ireland has successfully managed to develop a reputation for and expertise in e-commerce on a global basis.

MISP641 Advanced Specialist Topic in MIS Trends

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MKTP630 International Marketing

The main focus of this course is the examination and development of strategies for competing in European and global markets. Topics include: generic competitive strategies, competitive analysis, the globalisation of markets, development of global strategies, global organisations, implications of the Single European Market, marketing issues in specific European countries, the use of strategic alliances, joint ventures and acquisitions as the means of entering international markets.

MKTP637 Advanced Specialist Topic in Marketing

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

Electives from Other Areas

MBA participants may be allowed from year to year, as circumstances permit, to choose for their four elective courses, courses provided within the UCD MBS and other UCD MBA programmes.

MBA participants may be allowed from year to year, as circumstances permit, to choose some or all of their elective courses to be taken at other MBA colleges and MBA Summer Schools, as permitted by Faculty.

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) IN
HEALTH SERVICES MANAGEMENT**

FIRST SEMESTER COURSES

ACCP905 Managerial Accounting

This course introduces the nature and role of managerial accounting; it examines cost behaviour and allocation/absorption of costs and budgetary analysis. It provides an understanding of the process of speciality costing used in the Irish healthcare system. Course content: The role of accounting information. Cost terminology and classification, including allocation, apportionment and absorption. Cost behaviour and responsiveness of overhead costs. Use of cost information in decision making. Concepts of efficiency and effectiveness and non-financial measures of performance. Activity based cost management and services. Specialty costing in Irish hospitals. Departmental budgets and budgetary control. Accounting for the Health Services in other countries.

COMMP901 Health Services Policy and Planning

This course examines the formulation and implementation of health care policy and the methods of health service planning. It examines the factors that influence the development and operation of health care systems with particular emphasis on the Irish health care system. Course content: Introduction to Policy Making and Planning in the Health Service. Methods of Health Service Planning. The Organisation and Financing of the Irish Healthcare System. The Development and Implementation of the Irish Healthcare Strategy. Planning of services for primary and secondary health care in the Irish context. Role of International Healthcare Organisations.

COMMP902 Management and Organisational Behaviour

This course examines the principal concepts and underlying assumptions of management and organisational theory and the application of these concepts to health service organisations. It provides an overview of the interactions between the structure and operation of organisations, the process of management and the behaviour of people at work. Course content: The evolution of management theory. Planning and decision making. Organisational design and structure. Exploring and managing organisational culture. Teams and teamwork. Effective communications in organisations. Improving organisational performance.

ECONP304 Health Economics

This course introduces the theories, concepts and methods of health economics and the application of health economics to health service decision making and resource management. Course content: Introduction to basic economic principles and their application in the healthcare context. The supply of and demand for healthcare. The production of healthcare under market and other organisational arrangements. Measurements of costs and benefits and the value of life. Economic evaluation: cost-benefit and cost effectiveness analysis.

SECOND SEMESTER COURSES

BMGTP909 Operations Management in Health Organisations

This course addresses the main managerial issues that arise in planning, organising and controlling the operation of services offered in health related organisations such as hospitals, clinics, consultant and general practitioners' practices, health boards etc. Course Content: Design and Planning of Service Products. Forecasting Service Demand. Process Planning and Design. Facilities Management including issues of capacity, utilisation and scheduling. Materials Management including purchasing and inventory management. Quality Assurance.

FINP903 Financial Management in the Health Service

This course introduces the principles of financial management. It examines the processes of resource allocation and financial management in the health services with an overview of the key aspects of financial planning and budget setting and control in health service organisations. Course content: Functions of the Financial Manager. Estimation and management of working capital. Capital budgeting and project appraisal. Financing of health services: resource allocation; sources and uses of funds. Hospital reimbursement and accounting. Case mix; budget allocation; Irish hospitals. Health insurance and private funding of health services. Capital planning and estate management.

HRMP902 Human Resource Management

This course provides an overview of the traditional approaches to the management of staff and the emerging practice strategies, which link staff management to organisational strategic planning. It examines the method for managing health services' human resources, including managing the interface between managers and clinicians. Course content: Approaches to the management of staff and work organisations. Recruitment and selection. Remuneration and renewal systems. Employee voice and representation. Performance appraisal systems. Human resource planning in the health services. Managing appraisals.

MISP902 Management and Health Information Systems

This course examines the role of information systems in the management and strategic development of healthcare organisations. Course Content: Health information contexts and uses. Overview of information systems technology. Management information systems. Systems analysis and design: planning and procuring an information system. Healthcare administration systems. Controlling information systems: data protection.

THE FOLLOWING SEMESTER 3 AND 4 COURSES CONSTITUTE THE SYLLABUS FOR YEAR 2 OF THE PROGRAMME. IN ADDITION ANY OTHER TWO COURSES FROM OTHER MBA PROGRAMMES, WHERE APPROPRIATE, MAY BE SELECTED.

THIRD SEMESTER COURSES

ACCP907 Financial Control and Reporting in the Health Services

This course introduces the principles and methods of financial control and reporting in healthcare organisations. It provides an overview of the auditing and financial reporting standards in public sector organisations. Course content: Comprehensive budgets and budgetary control and reporting. Budget allocations and priority programmes. Capital programmes - evaluation and implementation. Financing - private and public sources. Introduction to auditing and internal control. Financial reporting in the Health Services. Donor accounting and reporting service efforts and accomplishments. Compliance with financial regulations, including audit, accounting, tax, social welfare, pensions and fundraising. Financial control of health services in other countries.

COMMP903 Comparative Health Service Systems

This course examines the comparison of healthcare systems along key policy dimensions such as funding and payment mechanisms, patient access and referral systems, and government intervention. Examination of healthcare systems in selected countries to identify common characteristics and framework as well as differences between countries. Course content: Definition of the concept of health service systems. Discussion of methodologies and models for making comparative evaluations of health systems. Examination of various organisational patterns and trends in selected health service systems.

FMEDP901 Legal Aspects and Ethical Aspects of Health Service Management

This course examines the principles of ethics and law that impinge on the management of health service organisations.

Section A: Legal Aspects of Health Service Management

Course content: The Irish legal system. Medical negligence. Consent to treatment: patient rights. Medico-legal report writing. Recent changes in healthcare legislation.

Section B: Ethical Aspects of Health Service Management

Course content: Effects of ethical issues on policy making for health care organisations through the use of case studies and discussion of selected topics such as medical research, AIDS, organ transplantation, female reproduction, euthanasia, the rationing of healthcare.

MKTP902 Customer Relations and Marketing in Health Service Organisations

This course examines the application of marketing concepts, principles and methods to the delivery of health services. Course content: Use and appropriateness of marketing to health service organisations. Evaluation of the needs of internal and external customers in healthcare organisations. Patient focused care. Methods of measuring the patient's voice: surveys, complaints systems and focus groups. The role of public relations and advertising.

FOURTH SEMESTER COURSES

BMGTP912 Strategic Management in Health Service Organisations

This course analyses the strategic management process in health service organisations with an overview of essential strategy making tasks. It analyses the environmental context and the skills and structures necessary for strategy implementation. Course content: The strategic management process. Environmental scanning. Strategy making tasks: mission development and setting objectives. Strategy implementation. Competitive Positioning. Strategic Networks and Alliances.

COMMP904 Issues in Public Health Management

This course examines various trends and contemporary issues impinging on the organisation and delivery of health services. Course content: Public vs. private financing of health. The impact of HIV/AIDS on the development and use of health services. Models of clinical management: the development of Clinical Directorates. Planning and co-ordination of health services for the elderly at local, regional and national levels. Access to health services and health inequalities. Impact of high technology medicine on health service development and use.

COMMP905 Quality Management in Health Service Organisations

This course offers an introduction to the theoretical and practical aspects of quality management and improvement in health service organisations with particular emphasis on the multidisciplinary nature of improvement programmes. It examines critical success factors necessary for developing and maintaining a continuous quality improvement programme as well as the costs of quality. Course content: Defining quality in healthcare. Difference between quality assurance and continuous quality improvement. Methods of measuring/assessing quality in healthcare. Critical success factors for implementing a continuous quality improvement programme. The economics of quality improvement programmes.

COMMP906 Leadership and the Management of Change

Leadership:

This course examines the essence of leadership and its relationship to management. It compares various models and perspectives on the nature of leadership and the skills necessary for effective leadership in organisations.

Management of Change:

This course provides an understanding of the process of change and the methods for dealing with resistance to change as well as its role in organisational development. Course content: Understanding the process of organisational change. Receptive and non-receptive contexts for change. Methods of dealing with resistance to change. Organisational development.

COMMP907 Performance Measurement in the Health Service

This course defines health status and need through the use of epidemiological measures of health and disease and the sources of health information. It examines measures used to assess the performance and outcomes of health service interventions. It examines the role of research and evaluation in health service development and management. Course content: Defining health status and need. Assessing outcomes: meeting organisational goals. Assessing the impact of health care initiatives. Medical and Surgical Audit. Application of epidemiological research to health care planning. Role of research and evaluation in health care.

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)
INTERNATIONAL EXECUTIVE**

The International Executive MBA is designed for experienced managers who are already well advanced in their careers and who wish to acquire the necessary skills and perspectives to equip them for a leadership role in business. It is a two-year, part-time programme with lectures taking place on Friday afternoons and evenings and Saturday mornings, with occasional full-time weeks. Students who have successfully completed the Advanced Management Diploma are eligible to apply for year two which is the International Executive MBA.

PROGRAMME STRUCTURE

INTRODUCTORY PROGRAMME (Not for Credit) Computer Applications Stress Management	
Core Subjects	Elective Subjects Three electives to be chosen from the following:
ACCP901 Business Law BMGTP901 Leadership and the Management of Change BMGTP902 International Business BMGTP903 Business Policy (project-based) BMGTP904 International Strategic Management (project-based) (BMGTP905 International Study Project (or (BMGTP906 Entrepreneurship and Small Business Project (project-based) ECONP305 Macro-Economic Perspectives FINP901 Corporate Finance MKTP901 International Marketing	ACCP902 Strategic Value Management ACCP903 Management Control Systems ACCP904 International Accounting BMGTP935 Advanced Management Topics BMGTP944 Advanced Specialist Topic in Management FINP902 International Finance FINP917 Advanced Specialist Topic in Finance HRMP901 Advanced Human Resource Management HRMP916 Advanced Specialist Topic in HRM MISP901 Information Technology for Managers MISP914 Advanced Specialist Topic in MIS Trends MKTP931 Advanced Specialist Topic in Marketing
BMGTP925 Major Research Project	

PROGRAMME CORE COURSES

ACCP901 Business Law

This course provides an introduction to the legal concepts relevant to business. Topics include: The nature and function of law. Sources of law, including the Constitution and EU Law and the Common Law/Equity. The general principles of the law of contract. Company Law.

BMGTP901 Leadership & the Management of Change

This course is designed to introduce participants to the theories, issues and practices of managing change in contemporary public and private sector organisations. Topics include: The nature of organisational change. Critical evaluation of models of organisational change. Examination of the contribution of systems theory to the understanding of organisational functioning and in diagnosing organisational problems. The complex issues of managing stand alone and integrated strategic change programmes. Distinction between the roles of management and leadership in organisations. Current and future trends in organisational behaviour.

BMGTP902 International Business

This course examines issues and challenges involved in competing in an international business environment. Topics include: The economic environment. The industrial environment and the role of the government. Organising and staffing for global business. Leadership in an international firm. International operations. The development of a global strategy. Information and control systems.

BMGTP903 Business Policy (project-based)

This course addresses issues of policy and strategy faced by Irish firms as they endeavour to grow. The Irish and international environment within which firms must conceive strategies and define policies is examined through projects. The strategies pursued by Irish companies are assessed through the use of a series of case studies. The cases chosen address priority areas and issues in Irish business. These include: The repositioning of Irish business and of large indigenous firms, small firm growth and development, export-led growth, agribusiness, internationally traded services, tourism, overseas industry and linkages to the overseas firms.

BMGTP904 International Strategic Management (project-based)

This course will illustrate how companies can position themselves strategically within the dynamics of global competition. Topics include: Strategy and the internationalisation option. The internationalisation of business: internal and external triggers. World trends in business. International competitive advantage. Deregulation and internationalisation. Strategic implications of European integration. Identification of an internationalisation strategy: the regional option and the global option. Putting an internationalisation strategy to work: the organisational challenge of linking strategy, structure and culture. Managing international mergers and acquisitions. Managing international networks and strategic alliances. Management issues for family companies in internationalisation. Managing transnational teams.

BMGTP905 International Study Project

This course focuses on European business issues and is based in a major European city. The programme is centred around several company visits and a series of lectures covering a range of the following topics: An overview of current developments at EU level. The impact of EU policy on agribusiness in Ireland. Understanding the multi-cultural market environment. EMU-business agenda at Euro level. Competition policy. Adapting a product to the European market. Europe as a location for investment. Venture Capital.

BMGTP906 Entrepreneurship and Small Business Project (project-based)

This course is offered by way of a workshop which is intended to encourage and support active involvement in entrepreneurial behaviour by those participating. The workshop will be based on the transfer of conceptual and theoretical knowledge into practical application. The workshop will cover the following topics: The process of new venture formation. Planning for new ventures. The financing of new ventures. The typical problems encountered by new ventures in the early years. Corporate entrepreneurship or intrapreneurship. Following the workshops each participant will be required to complete a case research project involving an in-depth interview with an entrepreneur.

ECON305 Macro-Economic Perspectives

This course offers a broad overview of current global macro-economic issues. Topics include: World economic outlook. Analysis of Ireland's recent economic performance. European economic and monetary union including the economic rationale for EMU, the prospects for Euroland, and the implications of membership for Ireland.

FINP901 Corporate Finance

The objective of this course is to ensure that participants develop a strong conceptual understanding of important issues in corporate finance. Topics include: Theoretical perspectives and empirical themes. The relevance of capital structure and dividend policy. Financial options. Corporate finance and product market relationships. Corporate governance. Executive compensation. Extensive use is made of case studies.

MKTP901 International Marketing

This course introduces participants to the various aspects of international marketing with the principal objective of developing skills in the identification, analysis and solution of problems encountered in international marketing operations. Topics include: The nature and scope of international marketing. The socio-cultural and political environment. Analysis of international competitors. Entering international markets. The globalisation perspective. International product and service decisions. International business to business marketing. The network approach to international marketing. Managing suppliers in international markets. Managing the international business to business interface. Strategic purchasing in international markets.

PROGRAMME ELECTIVE COURSES

ACCP902 Strategic Value Management

The key to continued organisation success is value creation. Firms must be able to create economic value if they are to justify their continued existence in the longer term, let alone be able to access capital markets over the short and medium term. This elective includes the following topics: An understanding of the economic (as opposed to the accounting) perspective when managing the firm. Creation and protection of a firm's economic value. Developing an integrated system for achieving corporate competitiveness. The basis, uses and limitations of modern economic valuation models. Multi-business valuation and restructuring. Integrating a value perspective into the management of the firm, performance appraisal and remuneration of executives.

ACCP903 Management Control Systems

This elective covers the following topics: Process and structure of management control and systems design. Responsibility units; revenue, expense, profit, and investment centres. The management control process; planning resource allocation, including profit and non-profit oriented organisations; profit planning, pricing problems and financial planning. Control of structured and unstructured processes, including standard costing, variance analysis and reporting of performance. Decentralisation and performance evaluation, including transfer pricing. Behavioural aspects of management control systems.

ACCP904 International Accounting

The primary objective of this elective is to provide an exposure to accounting in an international context. Topics include: The context and development of accounting. The global market for corporate funds. The regulation of accounting reports. Harmonisation of financial statements. Comparative financial reporting practices. Accounting for leases and complex financial instruments. Prediction of bankruptcy. Approaches to valuation of companies; reasons for take-overs. Accounting for business combinations. Transfer pricing with international subsidiaries and taxation implications. Accounting for foreign exchange. Management accounting in international enterprises.

BMGT P935 Advanced Management Topics

The global business environment is constantly changing. Advanced Management Topics provides the flexibility to address the latest issues arising from this change. The course is designed to address a selected strategy topic in depth. The topic is chosen from current practice and issues, and current research in business administration. The purpose of the course is to allow students to become competently conversant with relevant current issues, to treat ideas in greater depth and rigor than possible in a traditional case course. The course will consist of a variety of readings from books, management journals, academic journals and working papers. The topic will change each semester, details of the year's topic will be provided at the beginning of each academic year.

BMGTP944 Advanced Specialist Topic in Management

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

FINP902 International Finance

This elective focuses on the nature and purposes of financial management in the international context. Topics include: Markets and linkages in international financial management. Exchange rate systems and policies. Current forecasting. Using forward exchange markets and money market hedging. Transactions hedging: forwards vs futures vs options. Corporate uses and abuses. Currency risk. New approaches to risk management. International taxation and transfer pricing. International capital budgeting. Swap financing techniques. The international bond market. Long term financing with eurobonds and hybrid instruments. The Euro and the EMU. Integrated financing decisions.

FINP917 Advanced Specialist Topic in Finance

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

HRMP901 Advanced Human Resource Management

This elective builds on the Year 1 study of human resource management. It explores developments in HRM and provides an opportunity to assess the strengths and weaknesses of different approaches. Topics include: The "New Industrial Relations": international trends and perspectives. Social partnership: the Irish experience at national level and the possibilities for workplace partnership innovations. Corporate culture and organisational change. Control-based and commitment-based approaches to workforce management. Organisations performance: the role of human resources. Human resources in a foreign subsidiary: issues and implications. Human resources and business strategy. Employment legislation - impact on management practice.

HRMP916 Advanced Specialist Topic in HRM

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MISP901 Information Technology for Managers

This elective addresses some of the major issues involved in the world of information technology and the role of information as a strategic resource. Topics include: Essential technologies, software, distributed systems and telecommunications. Information resource management. Data warehousing. Decision support systems. Managing knowledge-based systems. Electronic commerce.

MISP914 Advanced Specialist Topic in MIS Trends

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MKTP931 Advanced Specialist Topic in Marketing

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)
INTERNATIONAL FINANCIAL SERVICES CENTRE**

The Executive MBA at the International Financial Services Centre is designed for experienced managers who are already well advanced in their careers and who wish to acquire the necessary skills and perspectives to equip them for a leadership role in business.

It is a two-year, part-time programme with lectures taking place on two evenings each week from 5.30 to 9.30pm. Students are also required to complete one block week course each semester based at the Michael Smurfit Graduate School of Business in Blackrock.

PROGRAMME STRUCTURE

INTRODUCTORY PROGRAMME (Not for credit) Communication Skills, Group Dynamics, Case Study Analysis	
YEAR 1 SUBJECTS	
ACCP908 Principles of Accounting BMGTP930 Business Research Methods BMGTP931 Management of Organisations BMGTP932 Production and Operations Management BMGTP933 Strategic Management	BMGTP934 Business Research Project ECONP904 Business Economics FINP914 Principles of Finance HRMP914 Human Resource Management MISP911 Information Technology MKTP929 Marketing Management
YEAR 2 SUBJECTS Core Subjects	
ACCP909 Business Law BMGTP936 Leadership and the Management of Change BMGTP937 International Business BMGTP938 Business Policy (Project-based)	BMGTP939 International Strategic Management ECONP905 Macro-Economic Perspectives FINP915 Corporate Finance MKTP930 International Marketing
YEAR 2 ELECTIVES Three electives to be chosen from the following:	
ACCP910 Strategic Value Management ACCP911 Management Control Systems ACCP912 International Accounting BMGTP941 Entrepreneurship and Small Business (project-based) BMGTP942 Advanced Management Topics BMGTP945 Advanced Specialist Topic in Management FINP916 International Finance FINP918 Advanced Specialist Topic in Finance	HRMP915 Advanced Human Resource Management HRMP917 Advanced Specialist Topic in HRM MISP912 Information Technology for Managers MISP915 Advanced Specialist Topic in MIS Trends MKTP932 Advanced Specialist Topic in Marketing
BMGTP934 Major Research Project	

Conditions

- The MBA IFSC is a part-time degree programme. The teaching programme is divided into semesters and examinations are held at the completion of each semester.
- A maximum of 40% of the total marks available in each subject may be allotted to course work. In the case of subjects where marks are awarded for course work, a minimum of 35% must be obtained in the written examination in order to pass the subject.
- Courses designated as project-based are examined entirely on the basis of the project work.

Compensation is not allowed:

- Where a candidate fails a subject, the subject may be repeated. Repeat examinations, where required, are held in the autumn. In the case of a subject which is repeated successfully, the mark recorded shall be the higher of either
 - (a) 40% or
 - (b) the average of the original mark and the repeat mark for the subject.

Candidates who repeat are eligible for honours on the basis of their overall grade for the subject. Candidates who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend and pay the associated fee. Candidates should note that courses may change from year to year, may not be offered in certain years and may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of appropriate fee.

- Not all electives are offered in any year.

DEGREE OF MASTER OF BUSINESS STUDIES (MBS)

PROGRAMME OBJECTIVES

The Master of Business Studies is a specialist postgraduate qualification in the primary management functions and in areas of management of particular importance in the current business context. The programme aims to foster a solid conceptual and theoretical understanding of management functions and areas, combined with technical, knowledge-application and communication skills. These skills combined define a fully professional approach to management. As a master's-level postgraduate programme, the MBS involves both structured course work and independent research. The programme places a strong emphasis on student initiative in the learning process.

PROGRAMME STRUCTURE

The academic year comprises two semesters of twelve weeks each. A course unit represents two to three hours per week over the semester. Examination papers are taken for each course at the end of the semester in which the course is taught. The programme takes a minimum of one year of full-time study or a minimum of two years of part-time study.

The degree will be awarded following the completion of a minor dissertation and eight course units, as follows:

	Marks	Credits
Business Policy*	100	5.0
Research Methods	100	5.0
Specialist Courses	600	30.0
Dissertation	350	17.5
Oral Examination	<u>50</u>	<u>2.5</u>
Total	1,200	60

* Students pursuing the Finance option, *Funds Management*, will take 7 or 9 specialist subjects (excluding Business Policy).

** A maximum of two courses may be project-based at the discretion of the department.

Project-based courses entail the completion of supervised research assignments. The results of these assignments are usually presented in report form. Some of the project courses combine structured course work with the preparation of essays and these are scheduled into the teaching semesters.

The full-time programme runs from September to 31 July of the year following registration or such later date as determined by the Faculty. The major part of the preparation of the dissertation is undertaken after the completion of the second semester examinations in May.

Full-time students must usually complete the programme within one year of commencing. Part-time students must usually complete the programme within a period of two years of commencing. In special circumstances, the Faculty of Commerce may agree to extend these periods and a continuation fee will be payable.

ENTRY STANDARDS

The normal minimum standard for entry to the MBS Degree is a Second Class Honours in the BComm Degree Examination of the National University of Ireland, or in an equivalent degree. Students who have successfully completed the first year of a relevant MBA programme may also be eligible. Consideration will also be given to those who have obtained at least a Second Class Honours degree in disciplines related to their desired field of specialisation in the MBS programme.

Students with at least a Second Class Honours degree in other disciplines and (a) who have obtained at least a Second Class Honours in the Higher Diploma in Business Studies at University College Dublin or other recommended colleges or (b) have a minimum of two years' experience in their desired field of specialisation in the MBS may be admitted.

In exceptional circumstances, the Faculty may decide to admit students who do not meet all of the above requirements.

For overseas students, the Graduate Management Admission Test (GMAT) may be sought. Where appropriate, the results of the Test of English as a Foreign Language (TOEFL) should be included in the application.

SPECIALIST AREAS

Electronic Commerce

The availability of a global electronic communications infrastructure (the World-Wide-Web), combined with developments in information and computing technologies, offers significant opportunities and challenges for business organisations. Meeting these challenges and embracing the opportunities requires new perspectives on competitive analysis, strategic planning, business process design and the management of business organisations. The MBS in Electronic Commerce (eCommerce) aims to provide an inter-disciplinary, theoretical and practical understanding of the substantive and enduring issues relevant to the management of eCommerce. By drawing upon established and emerging theoretical perspectives, combined with observations of contemporary "best practice", participants will be facilitated in developing analytical frameworks for objective analysis of eCommerce developments and consequences, and in developing competencies for managing eCommerce opportunities. While the programme's primary focus is on the business and management aspects of eCommerce rather than the technical aspects, participants will develop sufficient understanding of eCommerce technologies, and proficiencies in their use, to enable them to become competent managers of eCommerce.

Graduates of the programme have pursued careers in eCommerce consulting, eCommerce practice within public and private sector organisations, business development roles within eCommerce service and technology providers, and a number have founded "Internet start-ups".

Core courses: BMGTP610, MISP631, MISP607 and MISP610; plus any three of MISP604, MISP623, MISP624, MISP625 or MKTP628; plus one other elective.

Finance

The finance specialisation of the MBS programme comprises *three modes* in order to best accommodate the diverse career objectives and previous academic preparation of the students.

The *Financial Services* mode is oriented towards the management of corporations and financial institutions. The *Quantitative Finance* mode is oriented towards the securities and currency markets, and is designed to give students the analytical skills to understand and use state-of-the-art techniques for pricing equity, fixed income and derivative securities. The *Fund Management* mode is also orientated towards the securities and currency markets; however, it takes the viewpoint of a portfolio, or funds manager. All modes have a strong emphasis on quantitative skills, though the Quantitative Finance mode is mathematically more rigorous than the Financial Services mode. The Financial Services mode primarily seeks students with degrees in commerce or commerce-related fields. The Quantitative Finance mode seeks students with strong mathematical backgrounds. Commerce students with extensive college-level mathematics preparation and students with degrees in economics, mathematics, engineering and other mathematically intensive sciences, who are interested in a career in the financial industry, are encouraged to apply for the Quantitative Finance mode. Besides preparing the students for careers in finance, the technical level of the courses in both modes is designed to prepare students to write a dissertation that makes a positive contribution to the current financial literature.

There are two core courses that students are required to take: corporate finance and econometric methods. The core curriculum for the Financial Services mode also includes courses in corporate governance and strategy, management and regulation of financial institutions, financial asset valuation and applied portfolio management. The core courses specific to the Quantitative Finance mode include non-arbitrage pricing methodology, equity and fixed-income derivatives, market equilibrium theories and advanced financial modeling. Both modes allow for one elective in the second semester. Elective courses include international finance, real estate, financial engineering and banking, as well as core courses in the other mode.

Core courses for Financial Services: BMGTP610, FINP643, FINP607, FINP610, FINP617, FINP618, FIN634, and one other related option.

Core courses for Quantitative Finance: BMGTP610, FINP643, FINP607, FINP606, FINP608, FINP611, FINP613 and one other related elective.

Human Resource Management

The Human Resource Management programme seeks to examine the integration of the employee relations function with corporate objectives. The course of studies aims to provide students with both a conceptual frame of reference and practical insight into contemporary developments in the Human Resource Management function. Reflecting the changing character of the Irish and European context, the programme emphasises the integration of knowledge and approaches in personnel management, industrial relations and the behavioural and human sciences. Students of this specialism are prepared for careers with public and private sector organisations and employer associations and trade unions, and within the research, consultancy and teaching professions.

The MBS in Human Resource Management is accredited by the Institute of Personnel and Development (IPD). Students, on successful completion of their MBS degree programme and meeting IPD registration criteria*, are eligible for graduate membership of the Institute.

This is a prestigious qualification which carries considerable weight when applying for positions in the HRM/IR field. (*which include choosing specified electives).

Core courses: BMGTP610, HRMP623, HRMP604, HRMP605, HRMP614 and three other related electives.

International Business

The globalisation of competition is a major challenge facing business today. Ireland and Irish managers are increasingly becoming subject to competition in the global marketplace. The MBS in International Business seeks to develop the student's expertise in managing resources and functions in the context of business firms operating across national boundaries.

The programme design incorporates adult learning principles whereby students are encouraged to become self directed learners and take responsibility for their own learning. The programme content focuses on both theoretical developments and practice in the international business field. Programme activities are included to promote students' critical analysis techniques and communication skills.

Graduates of the MBS in International Business gain employment principally with Multinational Enterprises, International financial services and consulting firms, and government agencies. Students are expected to complete a dissertation on a topic with an international dimension.

Core courses: BMGTP610, BMGTP705, BMGTP611, BMGTP612, BMGTP616, FINP604, and two other related electives.

Management Consultancy

The MBS degree in Management Consultancy prepares students for challenging careers in the management consultancy industry. This programme may also appeal to people already employed in this sector and to people in business who act as internal consultants or change managers.

Consulting is a challenging and demanding profession. Clients have high expectations that consultants – whether internal or external – will contribute significantly to the progress of their companies. This requires a strategic mindset to understand the company's business together with the ability to understand complex situations and develop imaginative solutions. To this must be added the skills of dealing with clients – very often top management – and high professional standards of project management.

Participants in this specialism will be provided with a portfolio of skills and understanding necessary to pursue a successful career in this area. Also the course will expand students' deep understanding of organisational theory and business management.

Core courses: BMGTP610, BMGTP706, BMGTP622-BMGTP624, BMGTP676, BMGTP677 and one other related elective.

Management and Organisation Studies

The Management and Organisation Studies programme is designed to provide graduates with an understanding and appreciation of contemporary applications and research in the field of management process and organisational dynamics. The programme will focus on understanding the behaviour of people in organisational settings and also on how management and employees cope with change as organisations grow, develop and contract. It will also deal with the major theoretical issues concerning the structure and design of organisations.

Core courses: BMGTP610, BMGTP707, BMGTP622 – BMGTP624 and three other electives.

Management Information Systems

The impact of information systems, and the role of information as a strategic resource, have increasing implications for the way individuals, business organisations and society as a whole work. Technological advances in information handling pose major challenges for the business enterprise. The MBS programme in Management Information Systems has the following objectives:

- (a) To develop the basic conceptual framework and skills necessary to analyse, design and evaluate an organisation's management information system, with reference to its impact on individuals, groups and the organisation as a whole; and
- (b) To enable students to understand the latest developments in information technology, and advances in their application, so they can relate and apply these developments to the information systems, business needs and strategic direction of user companies. The programme emphasises the managerial, user and organisational aspects, as opposed to the technical aspects of MIS.

Core courses: BMGTP610, MISP632, MISP604, MISP606, MISP610, one of MISP605 and MISP608, and two other related electives.

Marketing

Graduates of the MBS in Marketing occupy some of the most significant and prestigious marketing positions in Ireland, Europe and further afield. The MBS programme in Marketing presents the student with a learning environment conducive to the development of the professional and technical skills required to operate at the very highest levels of marketing practice. The courses focus upon developing conceptual and theoretical knowledge related to the analysis of markets and the identification of emerging trends in strategic marketing practice. A particular emphasis is placed on the analysis and formation of competitive strategies for the firm in domestic and international markets. The professional aspect of the programme is enhanced by the development of the social and interpersonal skills essential in enabling graduates to make an immediate contribution to the marketing task of their future employers.

The MBS in Marketing affords students the opportunity to specialise in one of two modes: *Marketing Management* and *International Marketing*. The Marketing Management mode emphasises the development, organisation and management of the marketing function in market oriented organisations. The International Marketing mode explores both the theories and practical implications of firm growth in a competitive international environment. Students should indicate their preferred Marketing mode on the MBS application form.

Core courses for Marketing Management: BMGTP610, MKTP632, MKTP607, MKTP609 and four other related electives.

Core courses for International Marketing: BMGTP610, MKTP633, MKTP603, MKTP605, MKTP638 and three other related electives.

Strategic Management and Planning

This programme is designed for students interested in Strategic Management and Planning in private or public organisations and whose careers may involve them in the design and implementation of strategic planning systems or in contributing to the overall process of strategic management from a direct line or staff position. Courses focus on both conceptual and theoretical aspects of the subject, as well as on the practical issues of application. As Strategic Management and Planning require wide knowledge and skills in subjects such as Marketing, Finance, Human Resource Management and Organisational Behaviour, students

are encouraged to select courses from other MBS areas to complement those taken in this area. This broadening of the knowledge base of students is of particular value also to those who envisage future careers in strategic consulting, general management or in running their own firms.

Core courses: BMGTP610, BMGTP708, BMGTP629, BMGTP630, BMGTP631, either BMGTP632 or BMGTP659, and two other related electives.

Travel and Tourism Management

This programme is designed to foster business and management skills in the tourism, hotel and leisure industries. It provides students with both a firm foundation in the conceptual/theoretical aspects of travel and tourism, and a practical insight into contemporary developments. It aims to provide the student with a detailed understanding of management issues and techniques in the sector, and an ability to assess emerging trends and devise appropriate strategic responses. The programme is international in focus, and particular emphasis is given to identifying the key driving forces in world travel/tourism and the question of designing sustainable strategies nationally, regionally and at the level of the individual organisation.

Core courses: BMGTP610, BMGTP710, BMGTP636, BMGTP637, BMGTP679, BMGTP678, and two other related electives.

Supply Chain Management

The Supply Chain Management programme is designed for students wishing to specialise in any or all of the following aspects of business: managing supply chain operations, business logistics, manufacturing management, managing quality and customer service and technology policy and management. The course offered provides the student with a strong conceptual and practical understanding of how successful supply chain management strategies can contribute to improved business performance with respect to cost, quality, flexibility and dependability. There is also a strong emphasis on the role of technological product and process innovation. Students are expected to complete their dissertation on a theme related to the management of supply chains.

Core courses: BMGTP610, BMGTP709, BMGTP609, BMGTP617, BMGTP618, BMGTP619, BMGTP620 and one related elective.

SCOPE AND CONTENT OF MBS CORE AND SPECIALIST COURSES**PROGRAMME CORE COURSES**

All students must follow the Core Course, which consists of two courses: Business Research Methods and Business Policy (below). Professors in the Specialist Areas will specify additional courses from specialist courses listed below:

NOTE: Whereas every effort is made to ensure that the complete range of courses is offered every year, circumstances occasionally dictate that a particular course may not be available in a specific year.

Business Research Methods

The general objective of this course is to introduce students to methods of research. The specific objectives are: (i) to ensure that students acquire some practical research skills; (ii) to help students understand the principles of research; and (iii) to enable students to link the research process with theories of their specialist areas. By becoming familiar with the research process in practice, students should be more confident and competent in evaluating and using research results in their specialist areas. The proposed research course has two separate but closely related components - research principles and research skills applications.

Topics covered: Generating research ideas; reviewing literature; concepts and a conceptual framework; research questions; precise statement of research problems and sub-problems; limits and scope of study; potential errors in research information; concepts of measurement; reliability and validity in measurement; survey research methods reviewed; secondary data sources; official and unofficial statistics (both published and unpublished); experimentation and research; questionnaire design; attitude scales; qualitative techniques; review of statistics; the sampling process and sample size.

Codes for Business Research Methods for the Specialist areas are as follows:

Electronic Commerce	-	MISP631
Financial Services and Quantitative Finance	-	FINP643
Human Resource Management	-	HRMP623
International Business	-	BMGTP705
Management Consultancy	-	BMGTP706
Management and Organisation Studies	-	BMGTP707
Management Information Systems	-	MISP632
Marketing Management	-	MKTP632
International Marketing	-	MKTP633
Strategic Management and Planning	-	BMGTP708
Supply Chain Management	-	BMGTP709
Travel and Tourism Management	-	BMGTP710

BMGTP610 Business Policy

The purpose of the course is to give all MBS students, irrespective of functional specialisation, an overall business perspective. Drawing from the diverse backgrounds and interests of the class, the course emphasises the integration of functions at corporate level. This mirrors the position in which functional managers find themselves in organisations in practice.

The teaching objectives of the course are (i) to provide an appreciation of the concepts of corporate and business-level strategies and of inter-functional co-ordination; (ii) to develop skills in the application of a range of diagnostic and analytical techniques useful to the process of strategy formulation.

Topics covered: The concept of strategic management; formulating strategy; industry analysis; competitive advantage; strategic choice; strategies in multi-business companies; the planning process and resource allocation; administrative components; people and systems.

**PROGRAMME SPECIALIST
COURSES**

ACCP620 Strategic Cost Management

This course approaches management accounting from a strategic viewpoint.

Topics covered: Traditional costing systems, treatment of the costs of excess capacity, systems for operational control and performance measurement; costing data for pricing and product outsourcing decisions; valuation models for business strategies; management control systems - structure and process issues; evaluation of performance - financial control, the balanced scorecard; integrating the management accounting function with strategic management - partnership versus stewardship, business process re-engineering, behavioural issues.

BMGTP608 Managing Organisational Integrity

The broad aim of this course is to show how developing and maintaining organisational integrity contributes to corporate success. Based on contemporary theory and practical experience in organisations, this course will present ethics and value based management as powerful resources, breaking new ground in organisational development and leadership styles. Course participants will acquire skills to deal with issues of integrity competently and constructively, to make realistic decisions and to take effective action. Some examples of themes examined: doing business abroad, corporate governance, personal integrity, social and environmental issues, advertising, fair competition, customer relations, employee rights and relations.

BMGTP609 Business Logistics

This course deals with the integrated movement of materials through business and industrial systems. The various logistical elements of the firm are studied individually and integratively. Topics include: industrial dynamics; the nature and structure of facility location decisions; storage/warehousing/inventory management; role of information-communications technologies in supply chain optimisation; strategies of firms competing in the Single European Market; the benchmarking and re-engineering of logistics systems; the design and management of inter-firm and intra-firm networks; issues in managing the virtual organisation; the management of closed-loop logistics systems in the context of materials recycling for environmental and other reasons; contemporary issues.

BMGTP611 International Business Management

This course covers the theory and practice of international business management, and specifically the factors, which drive the internationalisation process. Theoretical developments are also evaluated for their relevance for the international manager.

The course also focuses on key management issues and techniques related to international business and considers the economic variables which influence a firm's competitiveness internationally. Other issues covered in this course include the role of culture, sourcing international managers, doing business in specific regions - Pacific Rim, Eastern Europe, Latin America etc., the impact of technology on international business developments, research and development for the international firm and future prospects for the Irish firm internationally. Course presentation consists of a variety of activities - lectures, seminar presentations and case study analysis.

BMGTP612 Global Competitive Strategies

This course focuses on the strategies employed by MNEs to optimise operations on a global scale so as to maximise revenue and lower costs. The strategic posture of business units operating in international markets is examined. International business managers must recognise trends and pressures in their environment and relate the possible effect to their own organisation.

Theoretical frameworks developed from research and consulting in the triad are examined focusing on the difference between competitive and cooperative business strategies. Other aspects covered include an analysis of the ability of the international organisation to integrate learning and strategy, the impact of government policy on global strategy formulation and modification, the necessity of continuous upgrading and innovation by the MNE and the degree to which the growth in trade in services (especially knowledge-based services) affects the global environment. Course presentation consists of a mixture of lectures, seminars and case study analysis.

BMGTP613 European Business Environment

The objective of the course is to give participants a sound overview of the EU and how it functions. The post-1992 implications will be examined. Attention will be given also to the moves towards a wider Europe and the possible effects on the EU of the current situation in the former USSR and Eastern Europe. The course will pay particular attention to issues affecting firms already operating in the EU and those planning to enter the market. Participants can expect to gain a good grasp of the opportunities and threats for firms in the extended Europe of the 1990s.

BMGTP614 Multinationals and Global Strategies

As MNCs formulate and implement global strategies to achieve competitive advantage, they face a number of challenges. The objective of this course is to help students appreciate the challenges facing multinational corporations as they seek to compete effectively in world-wide industries and markets. Case studies involving firms operating in Asia, Europe and the Western Hemisphere will be used to gain experience in applying concepts to real-world situations. Readings and executive videos will supplement case materials that examine both successful and unsuccessful corporate experiences in global strategic management.

BMGTP615 The Global Economy and International Trade

This project-based course focuses on the main policy and institutional frameworks influencing the emerging global economy and the effect on international trade and investment. The major subject areas covered in the course include: the important policy and technical factors which are defining the framework of the emerging global economy; the implications and consequences of these for international trade and investment; the response of governments and enterprises; the emergence of regional economic groupings; the expanding role of MNCs; the evolving multilateral framework for future international trade in goods, services and foreign direct investment.

BMGTP616 The European Union

Developments in the European Union raise important challenges for business management, public policy and research. The conceptual approaches which have dominated the study of European integration - intergovernmentalism and neo-federalism - now seem inadequate to account for the complex pattern of governance emerging within the EU. Aspects of intergovernmentalism are confirmed, since the nation states of Europe remain very significant in the governance of business and economy. But this perspective seriously underestimates the extent to which European integration is changing both public policy and

business practice in the member states. Drawing on observed patterns of policy and behaviour, an alternative conception of European integration is now emerging. This new conception synthesises and extends earlier approaches. This course is primarily concerned to explore this emerging new perspective and to show how it yields a critical understanding of key issues, including 'globalisation' and the nation state, the relation between public policy and business, and national 'models' of business and policy.

BMGTP617 Manufacturing Strategy

This course emphasises the importance of manufacturing strategy as a competitive weapon. Topics covered: Manufacturing strategy formulation and implementation; new product development; process decisions and advanced manufacturing technology; manufacturing performance; Japanese manufacturing philosophy; the just-in-time (JIT) approach; capacity and location considerations; total quality management; socio-technical aspects of manufacturing; new trends in manufacturing - factories of the future.

BMGTP618 Total Quality Management

This series of seminars examines the impact of current developments in Total Quality Management (TQM) in business today. Topics covered: Costs of quality; organising and implementing TQM; statistical process control; quality design and planning; service quality; people development - tools and techniques; quality functional development (QFD); quality assurance and ISO 9000.

BMGTP619 Technology Management

Introduction; patterns of technological development and innovation over time; networks, standards and externalities; intellectual property; clusters; organisation and technology; technology strategy; organisational technology development processes; managing firm boundaries; leadership of innovation and change.

BMGTP620 Technology Policy

Government intervention to accelerate social and economic development. Technology and economic growth. Technology and national competitiveness. Developing technology-related networks and external linkages. National systems of innovation. Technology and globalisation. Irish technology policy.

BMGTP621 Technological Innovation and Organisational Change

1. Introduction. Innovation process models. Innovation processes as risk management. Roles and phases in innovation: from idea to concept and from concept to customer. Interface management as a key issue.
2. Organising for four time-frames. (a) Building the basis of advantage (10 years+): the choice of domain, the development of identity, competence and culture. (b) Positioning for competitive advantage (3-8 years): choice, development and deployment of technologies and advanced system concept development; the choice of macro-structures for innovation, including the global location of technical facilities; strategies of career development for creativity. (c) Balancing the earning stream (0-5 years): managing a pipeline to meet financial goals; project selection and stage-gate management methods; balancing long- and short-term by matrix and other methods; reward structures and critical roles in innovation. (d) Efficient product and process development (0-2 years): choosing and implementing an effective time-to-market strategy; effective front-end processes; planning and control of multiple projects; effective development teams and design strategies.

BMGTP622 Organisations: Structure and Design

This course, which is concerned with the structure and design of organisations, is intended for MBS students seeking a broad understanding of the research literature on organisation theory and design. The course focuses on the nature of organisations, their structural dimensions, the influences on structure, various design options and practical management applications. The course will review the major theoretical perspectives in the field of organisation theory and design and the literature supporting these perspectives. A number of case studies will also be explored.

Topics covered: Introduction to organisations and organisation theory; environments of organisations; organisational technology; strategy; bureaucracy; congruence and fit in organisation design; managing complex and high reliability organisations, information technology, culture and control, innovation, organisational life cycle and organisational decline, organisation learning, cross-national organisational theory, organisations and the future.

BMGTP623 Organisational Behaviour

This course deals with understanding individual and group behaviour: Theories of motivation; attitudes and job satisfaction; designing reward systems; nature and origin of job design theories; job restructuring; work organisation; human abilities and aptitudes; stress; nature and importance of groups; group formation and development; group performance and decision making power; inter-group behaviour and managing conflict; universalist theories of leadership; contingency theories of leadership; dynamics of power and politics. The course also examines cognitive processes in management; decision making; communication; judgement; and person perception.

BMGTP624 Managing Change

This course deals with the following themes: Understanding organisations. The changing nature of the corporate environment. Flexibility and uncertainty. Unplanned change. Models and processes of planned change. Emergent models. Open systems theory. The change agent. The diagnostic process. Change interventions: human process, technostructural, human resource and strategic. Evaluation and selection of interventions. Implementing planned change: power, politics and resistance.

Organisational transformation and strategic change. Evolution or revolution. The need for integration and coherence. Processes of managing and implementing strategic change. Empowerment and the dilemma of participation. The future of work. The learning organisation and organisational change.

BMGTP625 Organisation Design Dynamics

This is a project-based course, which involves considerable field work in the examination of organisation design options. Students are assigned to an organisation and will undertake research on the organisation's environment, strategies, technology, size and internal power dimensions.

BMGTP626 Management of Organisations: Developing New Competencies

What is effective management? What makes a successful manager? This course examines issues in management at an advanced level. The objectives of this course are to help students understand their own managerial style, to increase their familiarity with management concepts and techniques and in particular to add to students' skills and competence as managers. Particular issues may be highlighted such as team building, managing conflict, negotiating, introducing change, developing staff, delegating, decision making and self management. This course is intended to be both practical and experiential.

BMGTP627 The Organisational Consequences of Internationalisation

The course is designed to reflect the important organisational design and structure issues for organisations operating in the international environment. As such it will focus on the nature and stages of internationalisation and the implications for organisation structure, design, governance, culture and organisational-environment interactions.

Supporting lectures will concentrate on reviews of existing work in the field and the identification of potential avenues for fruitful research-based projects. Through reading assignments, case studies, lectures and tutorials, students will gain an appreciation of the contemporary research possibilities in the field and begin to focus on individual research project assignments.

BMGTP629 Strategic Management and Planning I

This course covers the concepts, theories and techniques on which strategic planning in the business sector is based and explores their application in a wide range of business settings. The design, implementation and maintenance of corporate planning systems are central issues of concern throughout the course.

Students should aim to gain sufficient knowledge and skills to:

1. Realistically evaluate existing planning procedures;
2. Design, implement and maintain effective planning systems;
3. Contribute effectively to the planning process from a direct line or staff position.

Topics covered: Introduction to strategic planning; levels of strategic planning: corporate, business, functional; concepts of strategy; design and structure of planning systems; business level strategy; industry and market analysis; marketplace; marketspace; strategic cost analysis; the PIMS programme: its structure and application in strategic planning; corporate level strategy and its component tasks: mission, business segmentation, horizontal strategy and vertical integration; portfolio planning and resource allocation; value creation at firm and SBU level; case histories in evolution of strategic management; the resource based view of the firm, core competence and strategic intent; knowledge, technology and strategy.

BMGTP630 Strategic Management and Planning - Theory and Practice II

This course is designed both to broaden and deepen the knowledge base of those students who are already familiar with the basic concepts of corporate planning. Contemporary issues which fall outside the formal models will be emphasised; focus will be maintained on the problems of applying planning initiatives and programmes in real-world corporate situations.

A series of lectures and reading seminars will run in parallel with case study discussions and practice-oriented sessions.

Topics covered: Strategy revisited: challenging the conventional view; the general manager as strategist; the addition of descriptive process; the organisation: taking power, culture and structure into account; the context, the situation of the corporate entity viz. mature, diversified, entrepreneurial, innovative/professional; managing transition, coping with "turnaround" and context change; additional topics and review of course

BMGTP631 Business Planning and Project Management

This course is designed to aid students whose career objectives include Business Consultancy, Change Management and Project Management. The course objective is to provide students with significant insight into these roles and confidence in best-practice approaches, methods and techniques for these areas.

The course combines lectures with practical case exercises. Subjects include:

- Situation analysis, problem solving and decision analysis.
- Business strategy and planning: project feasibility analysis; constructing the business plan; winning financial backing and industrial development grants.
- Effective consultancy and intervention; proposals, power and influence.
- Conducting health checks at corporate and functional levels; balancing competing demands; and techniques for project evaluation.
- Introducing and implementing change successfully: leadership and coaching.
- Project management: the project life-cycle; planning, organising, leading, controlling and achieving project objectives.

BMGTP632 Contemporary Issues in Strategic Planning and Decision Making

This project-based course will explore with participants a variety of theoretical and empirical papers in the domain of strategic management. Theories about strategy encompass how multi-business enterprises manage their portfolios; how businesses interact with their environments for effective performance and how managers choose and execute strategy to attain certain objectives. A variety of methodologies are used in studying the questions of the field. This survey course provides a sampling of these studies.

An important outcome of the course is the ability to read the major journals in the field from a critical perspective. A second important outcome is the ability to design research studies to investigate phenomena of interest either as an academic or as a consultant. The project undertaken normally relates closely to the content of the dissertation selected by the student and provides an opportunity to focus on the application of concepts, theories or techniques that are reviewed in the dissertation.

BMGTP633 Management of Entrepreneurial and Small Business Organisations

The purpose of this course is to give the student the opportunity to acquire the basic knowledge required to start a business and an idea of how knowledge which has been acquired in the core courses for the MBS degree could be applied in either a new or adolescent firm.

The course will be conducted as a seminar, with time devoted to the discussion of ideas by students who have an interest in entrepreneurship and small business management. These ideas may come from guest speakers, from the instructors, from the text and other readings or from case material, and from students.

BMGTP634 Business Renewal

This course focuses on the process of managing Business Renewal. It examines the history and practice of businesses facing decline, and the management lessons in successfully achieving recovery. A tenet of the course is that enterprises succeed by a continuous process of revitalisation and that those who wait until a terminal stage are highly uncertain of success. The course will provide the student with:

1. An understanding based on established research, of the critical factors that cause decline of enterprises and industries.
2. Insight into the organisational dynamics of decline and renewal, in particular the role of leadership and teamwork in recovery.
3. Investigation of a number of actual cases of business renewal.

Topics covered: Causes of stagnation and decline, retrenchment strategies, human resources management, strategic planning for recovery, revenue generation, cost reduction, benchmarking, business process re-engineering, recovery implementation, maintaining the revitalisation process.

BMGTP636 Tourism Policy

The objectives of this course are to review the elements of the macro economy at both a national and European level and to discuss the role of tourism as an economic development sector in a national economy with particular reference to contribution to Gross Domestic Product (GDP) and employment. An identification and assessment of the needs of capital investors will be undertaken. Topics covered will include capital needs, utilisation of tax provisions, providing cash flow demands, project feasibility and appraisal using cost-benefit analysis.

BMGTP637 Irish Tourism Planning

In this course, the role of tourism as an engine for local and regional development is examined. Students will learn how to describe and analyse the existing tourism base and how to identify the most promising development opportunities from both supply and demand perspectives. The role of partnership initiatives and private sector-led development strategies, in creating sustainable employment, by instilling confidence in people and in matching local resources to market opportunities, will be identified. Several case studies will be examined in the Irish context and a number of informal seminars and talks by professionals working in this area will be arranged.

BMGTP638 Tourism Investment and Law

This course will discuss the nature of tourism investments.

Topics covered: An identification and assessment of capital needs - grants, utilising tax provisions, providing cash flow demands in a seasonal business; acquisition of planning permission; undertaking environmental impact assessments; dealing with public and local community interests; project feasibility and appraisal from the public sector viewpoint using cost-benefit analysis.

BMGTP653 Team Development in Organisations

This is a project-based course, which involves considerable fieldwork in the examination of organisation design. The programme will give participants an in-depth knowledge of the importance of teams to the success of organisations and how to build effective teams in any organisation. The course will review the major theoretical perspectives in the field of Team Development theory and the literature supporting these perspectives. Learning areas will include personal team profiles, team development and team building, characteristics of high performance teams and creating a learning environment. This module is distinctive in that it allows the participants to develop their own skills through experiential learning and skills training. The contents of this course will be presented through group work, simulation games, self-assessment and other experiential work.

BMGTP654 Managing the Negotiation Process

This course covers theory and practice of negotiations in both individual and group decision contexts. The central perspective of the course is that of the manager, or group of managers, in a business enterprise engaged in competitive situations with others within or outside the enterprise. The subject matter covered should be of equal relevance in the public sector organisation as well as in personal decision contexts outside the workplace. Classes include lectures; discussions, case study analyses and role-play exercises.

Specific objectives of the course are to assist students to:

1. Understand the nature of negotiation and the manner in which competitive relationships vary across different negotiation contexts;
2. Improve their abilities to analyse the structure of particular negotiation contexts and to develop appropriate negotiation strategies;
3. Gain experience and develop skills in selecting and applying negotiation strategies.

Topics covered: Introduction; zero-sum and non zero-sum contexts; non-repetitive bargaining: two parties - one issue; the negotiation process; negotiation principles: interests or positions? Strategies and styles of negotiation: planning and preparation for negotiation; role of time; two parties - many issues; power in negotiations; conciliation and mediation; arbitration of disputes; contexts of many parties, many issues.

BMGTP657 Transport Management

Elements of transport management; resource usage, efficiency measurement, costing and pricing; structure of the transport industry; impact of new technologies, the 'green' environment and traffic congestion; issues in national and supra-national (e.g. EU) transport policy; the road haulage sector; access transport; the sea and air transport sectors; investment decisions in the ferry and air freight sectors; the contemporary role of intermodal transport; physical distribution: achieving an appropriate trade-off between cost-efficiency and service quality; strategic planning in transport: forecasting supply and demand, construction of future scenarios, operational and financial modelling, risk appraisal and decision analysis; investment appraisal techniques; contemporary issues.

BMGTP659 Planning and Decision Techniques and Computer-Based Support

This course covers the following topics: decision analysis; issues of structure, uncertainty and value in decision. Modelling structure; probability and utility assessment; behavioural issues in judgement and decision making. Multi-attribute decision problem. Group decision-making. Decision support products. Computer-based support for planning techniques.

BMGTP676 Principles of Management Consulting

This course examines the principal way of enhancing organisation performance. This covers the range of organisation situations that detract from effectiveness or efficiency in a company. Balancing this, is the ability to recognise new growth opportunities along a wide spectrum of options. Analysis of problems and opportunities employs the disciplines of decision analysis and the generation of convincing proposals. The student will gain the ability to analyse complex situations, identify the root causes of organisation problems, the key success factors to deliver solutions and convincing communications skills to gain credibility with clients. Learning areas will include the history of consulting, an analysis of industry structure, consultancy profiles, strategy formulation models and fields of consulting activity.

BMGTP677 The Consulting Process

This course delves deeper than BMGTP676 into the specific techniques used in best practice consultancy. Issues examined include: locating and developing clients, management of the consultant-client relationship, analysing and understanding the organisation setting and dynamics, consultancy project management and successful completion of a project leading to implementation in the organisation.

BMGTP678 The Management of Travel Operations

Elements of travel operations management: resource usage and efficiency, costing and pricing; structure of the transport industry; impact of new technologies, the “green” environment and traffic congestion; issues in national and supra-national (e.g. EU) transport policy; the road passenger sector; investment decisions in the ferry and airline sectors; running a low-cost airline; generic competitive strategies in air transport: product distribution: the role of computerised reservation systems; strategic planning in transport: forecasting supply and demand, construction of future scenarios, operational and financial modelling, risk appraisal and decision analysis; investment appraisal techniques; contemporary issues.

BMGTP679 Resource and Facilities Management in Tourism

This course addresses the issues and techniques connected with the management of tourism operations. Topics include: the definition of resource inputs (at the national level and at the firm level); the categorisation of tourism resources and facilities; efficiency and effectiveness measures in tourism; analysis of tourism demand: generators of travel, channels of distribution, market segment characteristics; the management of heritage and culture resources to ensure ecological and social sustainability; principles and methods in the assessment of environmental impact: total quality management (TQM) in the management of tourism activities; business planning in the tourism sector; organisational structures; national and international policies; theoretical perspective and trend analysis in the tourism/leisure sector; the impact of new technologies; contemporary issues; forecasting.

BMGTP688 Information Technology and Multi Media in Tourism

Today's technologies influence almost every aspect of the management of resources. Yet technology brings change, managers must be prepared to understand and utilise change to effect organisational efficiency and effectiveness. This course is designed to give an in-depth insight into various aspects of Information Technology which affect management in general and tourism management in particular. Attention is given into strategic areas which promote competitive advantages, current and future trends in technology and an understanding of the use of software, hardware, and systems in the tourism sector.

The Course aims to:

- develop the student's understanding of the role and importance of Information Technology from the standpoint of a user and that of a manager.
- give students the tools to critically evaluate systems and technologies which will impact them in their professional development.
- provide students with the information about the latest trends and issues about Information Technology in a global context.
- give students the opportunity of using software to build information systems which support the managerial decision making process.

BMGTP687 Tourism Marketing

The tourism marketing module consists of two components, as follows: Framework Foundation and Marketing Application (Cases). The subject of tourism marketing provides advanced learning, knowledge and exposure to practical applications at an intellectual level appropriate for an MBS programme. The nucleus of the subject will be the framework lectures. The core around the nucleus comprises of tourism marketing case studies. The aim of this subject is to bridge the gap between the theoretical processes and the actual marketing practice. Tourism managers need a comprehensive understanding of marketing philosophy and principles in order to market tourism effectively. This subject is designed to lay the groundwork for a comprehensive understanding of tourism marketing and to reveal how the

processes and principles are applied in tourism marketing. This subject will provide the basis for further study of specific aspects of tourism marketing, such as marketing research, international strategic marketing and consumer behaviour.

This course aims to develop competent, adaptable and independent marketing oriented managers capable of providing marketing direction to their organisation; and provides students with a balance of concepts, principles and processes drawn from the study of marketing with illustrations of tourism marketing practice. Students will have the opportunity to examine and gain practice in tourism marketing application through case studies.

BMGTP721 Field Mission Project Course

This course incorporates an overseas field study mission, which will have the following learning outcomes: (i) a direct appreciation of a different cultural and business milieu; (ii) an ability to digest and analyse a variety of complex cultural issues gained during the course of the mission; (iii) an ability to design a relevant inquiry into industrial, business and managerial practices in the target country.

There are three key elements to the course design. In the first instance, a series of orienting seminars on the target country is delivered. This is designed to familiarise participants with the recent socio-economic history of the country, its institutions and general business environment. In the second instance a visit to the country is arranged. The visit would include visits to major public and private organisations in the target country. Finally, a report on a specific aspect of the visit would be prepared by the participants.

BMGTP731 Business Strategy and Regulation

Awareness of existing regulatory frameworks and their likely evolution is a key requirement for all enterprises. From mission statement to the delivery of results, senior management must understand regulatory requirements and regulatory risk and position their enterprises accordingly.

The course will focus on strategic business issues rather than day-to-day regulatory requirements. It will draw on current topics and course participants will be expected increasingly to bring independent assessments to these topical events and transactions.

BMGTP734 Business Administration Project

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

BMGTP735 Contemporary Issues in Management

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

FINP603 The Management of Financial Institutions

Management theory and practice relevant to banking institutions. Lending policies, investment policies, liquidity and capitalisation. Board level supervision of policy implementation. Interest rate policies. Marketing and competitive strategies.

FINP604 International Finance

The focus of the course is on the international financing and investment decisions of firms and the international financial environment that impinges on them. The theories and techniques of international investment and financing within a context of different currencies, changing exchange rates, different tax, legal and political jurisdictions and the barriers to capital flows will be discussed.

Topics covered: Foreign direct investment theory, the balance of payments and the adjustment process, international capital budgeting, the foreign exchange market and exchange rate forecasting, assessing and managing exchange risk, financial structure and the cost of capital, borrowing in the international financial markets, export-import financing, and organisation and control of the finance function.

FINP605 Corporate Governance and Contemporary Issues in Finance

A course covering corporate governance, including that of banks and other financial institutions. Topics include: Internal and high-level controls. Risk management policies. Interface of corporate governance and external regulation. Internal controls and the impact of evolving information technology. Review of statutory and non-statutory based governance systems. The evolving role of external auditors. The role of the Executive Board. Agency problems and the design of incentive-compatible contracts. Remuneration, transparency and accountability. Developing a compliance culture. Governance in a multicultural global banking environment. Recent developments in the literature.

FINP606 Treasury Management

New financial instruments and risk management concepts; corporate financial management, changing role of financial institutions. Instruments to control risk in foreign currency, commodities and interest rate markets, management of maturity and other risks. Options, swaps, future rate agreements and underwriting facilities.

FINP607 Corporate Financial Management

Capital investment under uncertainty and the value of real options. Agency theory. Capital structure management. Corporate securities: raising capital and managing risk. Dividend policy. Mergers and acquisitions.

FINP608 Financial Theory

Expected utility theory. Measures of risk and risk aversion. Mean-variance analysis. Factor models. Capital asset pricing model and arbitrage pricing theory. State-preference theory. Option pricing theory. Intertemporal equilibrium. Incomplete markets and asymmetric information.

FINP610 Portfolio Management

The student will acquire an understanding of the processes by which the theoretical and conceptual frameworks of modern finance theory may be applied in the context of the management of portfolios of equities and fixed income securities. Topics covered will include: Modern Portfolio Theory; Asset Pricing Models; Portfolio Performance Evaluation; Applied Asset Allocation; Equity Portfolio Management; Fixed-Income; Portfolio Management; International Portfolio Management; Value-at-Risk; Applied Derivative and Risk Management Strategies.

FINP611 Derivative Securities

This course examines the pricing of options and futures and related derivative securities, along with the application of this pricing technique to investment portfolios, corporate securities and real options. Related topics such as arbitrage bonds for option pricing, the exercising of options, replicating strategies and alternative option pricing models may also be included.

FINP612 Financial Engineering/Advanced Treasury Management

Structured deals, coupon strips and zeros, collateralised mortgage obligations, municipal bonds, synthetic securities. Complex derivative strategies and exotic options.

FINP613 Financial Modelling

This course takes the theoretical and empirical analysis of financial markets and puts it into practice. The course is designed to integrate FINP608 (Financial Theory), FINP611 (Derivative Securities) and FINP612 (Financial Engineering) into a real-world applications context. Mathematical theoretical models are developed in a computational/econometric framework and applied to empirical data. Topics include a selection from the following list: term structure modelling, derivative pricing models, optimisation techniques, finite difference and finite element techniques, neural networks, wavelet analysis, Monte Carlo methods, bootstrapping, return predictability, volatility, long-memory processes, market microstructure, synthetic securities, portfolio insurance, dynamic hedging, and the use of complex derivative securities and exotic options. The course is computationally intensive and exposes students to a variety of applied techniques. Projects constitute a substantial part of the course.

FINP614 Advanced Seminar in Financial Economics

A study of foundational and/or current research in a selection of the following areas: corporate finance, investments, derivative securities and econometrics.

FINP615 Financial Management

Working capital management. The raising of short, medium and long-term finance. Dividend policy. Capital structure management. The management of capital investments. Mergers and acquisitions.

FINP616 International Financial Management

This course examines the international capital markets. Topics covered include: The Foreign Exchange Markets; Foreign Exchange Forecasting; International Diversification; International Asset Pricing; International Equity Markets; Emerging Stock Markets; Fixed-Income Securities; Currency Derivative Instruments and Currency Risk Management.

FINP617 Strategic Finance

The course examines the interaction of corporate financial decision making and product market behaviour. This course is grounded in corporate financial theory, industrial organisation economics and strategic management. Topic areas will include financial structure and product market competition, financial distress and reorganisation, corporate restructuring, the value of corporate-level strategy, strategic risk assessment and performance measurement.

FINP618 Financial Asset Valuation

Shareholder value and value-based management. Frameworks for valuation. Dividend and free-cash-flow discount models. Analysing historical performance. Forecasting performance. Estimation of discount rates, cash flows and growth rates. Estimation of continuing value. Economic-value-added, market-value-added, and cash-flow-return-on-investment techniques. The use of price/earnings, price/book and price/sales ratios. Valuation of mergers and acquisitions. Applications of option-pricing theory in valuation.

FINP619 Valuation of Financial Instruments

Theory of interest rates; basic compound interest functions and equations of value; annuities certain; nominal rates of interest; discounted cash flow and measures of investment performance; capital redemption policies; valuation of securities; effect of income and capital gains taxes; cumulative sinking funds (restricted coverage); yield curves, discounted mean terms, matching and immunisation; consumer credit; introduction to stochastic interest rate models.

FINP625 International Monetary Economics and Policy

Determinants of inflation, national income, unemployment, interest rates and balance-of-payments positions of small open economies and of large economies. Analysis of recent Irish economic experience as well as that of the UK, Germany, France and the US. Exchange rate issues plus the debate over EMU.

FINP633 Real Estate Valuation

Real estate investment strategy. Property selection – commercial, industrial, special purpose and land. Institutional real estate portfolios. Financing and refinancing techniques. Tax planning and financial analysis. Property management. Real estate negotiations. Termination of investment. Disposal strategy.

FINP634 Capital Markets

Financial institutions, central banking & monetary policy, organisation and structure of capital markets, primary and secondary markets, IPOs, portfolio theory and asset pricing, fixed income securities, money markets, foreign exchange markets, derivative securities.

FINP635 Real Estate Investment and Economics

This course examines the main issues in real estate investment and finance. Topics covered include: real estate & spatial economics, property investment valuation and appraisal, property development & financing, performance measurement, house price indices, market efficiency, real estate and inflation, application of portfolio theory, indirect real estate securities, mortgage backed securities, international real estate investment, housing as an investment.

FINP636 Life Contingencies

Construction of mortality, sickness, multiple decrement and other similar tables for graduated data; determination and use of the probability and monetary functions based on mortality, sickness, multiple decrement and other similar rates; values of, and premiums for, single life annuities and assurances; determination of policy values, surrender values and paid-up policy values; introduction to the design of unit-linked products and introduction to profit-testing methods; use of the stationary population model; values of, and premiums for,

multiple life annuities and assurances including contingent probabilities and assurances and reversionary annuities and compound statuses; pension funds: service tables, salary scales, scheme design, types of benefits offered; values of and contributions for sickness benefits, benefits depending on marital status, pension benefits, disability benefits and widows' and orphans' benefits; collective and reversionary approaches; introduction to the stochastic approach to life and other contingencies.

FINP637 Risk Theory and Management

Statistical distributions; credibility theory; utility theory; risk theory.

FIN638 Mortality

Concepts of rates and other indices; analysis of experience data; determination of exposure to risk by the direct and census methods; calculation of mortality and other decremental rates (including multiple decrement rates); selection; graduation methods and their application, tests of graduation (Note: Candidates will not be required to graduate data in the examinations). Sources and collection of data from the CMI; features of principal tables in common use; social and economic factors in mortality.

FINP650 Regulations, Corporate Governance and Ethics in Financial Services: New Management Perspective

This module is firstly aimed at providing (future) management with a rigorous, and informed, understanding of recent developments in Financial Regulation, corporate governance and ethics in Financial Services. Secondly, it is aimed at facilitating a clear understanding of the implications of these developments for Bank Management, systems and Strategy.

FINP651 Entrepreneurial Finance

This course examines a wide-ranging number of issues with regard to the financing choices of start-ups and small firms. Key issues addressed include: Financial opportunities for a start-up and the sources of finance; Valuation for venture capital purposes; Financial management in a rapidly growing firm; Financing of research and development; Initial public offerings; Investment in small firms; 'Harvesting'; Leveraged buyouts; Real options.

FINP652 Finance Project

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

FINP653 Contemporary Issues in Finance

The objective of this course is to give participants and opportunity to focus on new policies, issues and developments.

HRMP604 The Theory of Industrial Relations and Human Resource Management

The growth of industrial relations and human resource management as distinct fields of study during the last three decades has sharpened the analysis of relations between employers and employees in industrial societies. Research findings have accumulated and various theories have been developed to interpret them and to guide practice. Considerable sophistication has been attained in the theoretical analysis of such issues as how order and disorder in industrial relations are to be understood, the meaning of conflict and co-operation and what we can understand by such terms, how employers can elicit and sustain employees' commitment, are certain practices more conducive to efficiency and organisational success and change in the manner in which the employment relationship is managed.

The course provides an examination of the main theoretical frameworks which have developed to make sense of these issues. In particular, we will look at the so-called three frames of reference: unitarism, pluralism and radicalism; the labour process debate; the theory of human resource management; neo-pluralism; the strategic choice model and contingency models of human resource management and industrial relations. These theories will be examined first in terms of their *a priori* plausibility, internal consistency and clarity, and secondly, in relation to evidence revealed by empirical research. The course aims to provide a thorough grounding in theory and to foster critical judgement regarding explanation, argument and prescription in industrial relations and human resource management.

HRMP605 Human Resource Management

This course critically assesses the various approaches to Human Resource Management. It provides a forum for discussing current human resource management issues and practice and for an examination of the broader context within which human resource decisions are made. The course aims to provide students with an understanding of the links between corporate/business strategy and human resource strategy and of the human resource function's role in organisational change.

Topics covered: links between strategic management and HRM; the HRM function/line management interface; the role of the human resource function as an agent of change; the management of key HRM policies and practices - strategic staffing, performance management, reward mechanisms, human resource development, organisational culture and communications; and evaluating the contribution of human resource management to organisational effectiveness.

HRMP606 Managing the Negotiation Process in Industrial Relations

Before one can participate effectively in the negotiation of industrial relations issues, it is necessary to fully understand the complex forces which can affect the behaviour of management and trade union representatives within the bargaining process. The course will develop students' analytical skills as a foundation for sound negotiation practice and will provide the opportunity to develop negotiating skills through a number of case simulations. The use of third party machinery will be given particular attention in the course, including dispute settlement facilities of the Labour Relations Commission and the Labour Court.

HRMP607 The Individual in Human Resource Management

This course explores issues surrounding the welfare of the individual in the workplace. This includes discussion of the nature of occupational welfare, defined as the policies, practices, benefits and services above and beyond wages/salaries directed at meeting the personal, social and health needs of workers. The course examines the kinds of health, welfare, social and recreational programmes and policies which may assist workers to improve the quality of life in the workplace so as to consequently contribute to the human need for self-esteem, effective work performance and increased utilisation of the creative potential of the work enterprise.

Topics covered: (i) the roots of occupational welfare; (ii) the development of welfare services in the context of public, private, voluntary and commercial social services; (iii) the provision of professional, confidential services to those faced with personal problems; (iv) the nature of counselling, psychotherapy, social work, employee assistance programmes; (v) addiction: alcohol, drugs; (vi) the interface between social policy and the workplace. In addition to the topics covered in the core course material, students may negotiate with the course leader on the subject matter for individual projects in the areas of: child care, elder care, stress, mental illness, disability, harassment, bullying, AIDS and preparation for retirement.

HRMP608 Human Resource Development

The objectives of this course are (i) to understand the strategic importance of human resource development (HRD); (ii) to identify the key HRD issues facing organisations; and (iii) to understand the ingredients of efficient human resource development.

Topics include: HRD in the national/international context; achieving strategic, business-led HRD; place of HRD in the overall human resource management mix; responsibility for HRD; HRD as a catalyst for change; planning, design, delivery and evaluation of learning events; management development; special learning needs; managing the HRD function and, finally, how we evaluate the overall contribution of HRD to the organisation.

HRMP609 Employment Law

This course will examine the ways in which the law impacts on the employment relationship in Ireland. It will examine both the substantive content of the laws themselves and also the procedural framework established to ensure their even-handed operation. While the course concentrates on Irish law, it also deals with the wider European dimension, which has influenced the enactment of these laws and the ways in which they are interpreted in practice. Three areas will be specifically covered:

1. Substantive rights, and, in particular, dismissal, terms of employment and redundancy.
2. Equality.
3. Health and safety.

Case materials drawn from Irish practice and using the relevant legal frameworks will form the basis of specially designed case simulation exercises.

HRMP610 International Human Resource Management

This course provides an examination of the human resource management policies of multinational corporations (MNCs), concentrating primarily on Europe. The term "human resource management" is understood in its broadest sense to include the design and implementation of policies for dealing with individual employees: recruitment, training and development, remuneration, work organisation, involvement and geographical mobility. It also encompasses collective facets of the employment relationship, particularly the management decision on whether to deal with employees individually or collectively through trade unions or some other form of representation.

The course has four main objectives: to examine the organisational structures of MNCs and their evolution in response to the internationalisation of the world economy; to examine the debate on "competitive regimes": how national systems of regulating the employment relationship operate, how they are shaped and in what manner do they restrain or free employers to pursue particular courses of action; to provide some understanding of how corporate structure, strategy and culture, country-of-origin and country-of-operation affects the management of human resources and industrial relations; to analyse the impact of MNCs on national and European employment relations and vice versa (this will include: the extent to which MNCs adapt and modify their HRM practices to suit local conditions or the degree to which they act as "bearers" of new employment practices and do firms of different national origins behave differently?). Union and workforce responses will also be considered throughout the course.

Topics covered: the management of international managers; managing human resources in MNCs; the role of corporate culture; the management of trade union relations; the management of collective bargaining; employee representation and participation; new forms of work organisation; training and employment security.

HRMP612 The Management of Gender Relations in Employment

This course aims to equip students with some understanding of the dynamics of gender relations in employment, including theoretical explanations of the division of labour, perceptions of skill and status, and structures and attitudes which shape gender relations. The course examines the gender dimension of labour market structures in Ireland and in an international context, but also has a focus on particular industries and occupations, including management, in order to examine the production and reproduction of gendered roles. Various approaches to overcoming inequalities are considered, such as legislation at domestic and EU levels, and employer and trade union initiatives.

HRMP614 Advanced Irish Industrial Relations

This course will address recent significant developments in Irish industrial relations. Traditional patterns of labour regulation and industrial relations have arguably been significantly remoulded and recast in recent years. It is commonly perceived that the pluralist model is less in evidence, and other models of industrial relations and HRM have achieved a new prominence. This course will examine the incidence and penetration of these alternative models. Recent research material from studies conducted at the Graduate School of Business and elsewhere will be brought to bear on these issues.

Amongst the key themes to be examined will be: trade union membership and organisation; workplace partnership; new forms of work organisation; the structure of labour markets; industrial conflict and dispute resolution; multi-national corporations, industrial relations and HRM practice; the development of neo-corporatism in Ireland; European regulation and the reshaping of Irish industrial relations; change in public sector industrial relations; HRM and the 'new' industrial relations in Ireland.

International developments and their influence on Irish industrial relations will be explored and where appropriate, comparisons made with industrial relations systems in other countries. This is a project-based course.

HRMP626 Human Resource Management Project

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

HRMP627 Contemporary Issues in Human Resource Management

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MISP603 Advanced Probability and Statistics

Probability; random variables, probability distributions, distribution functions; stochastic processes; point and interval estimation; hypothesis testing; regression and correlation, least squares; analysis of variance; non-parametric methods; Bayesian methods.

MISP604 Management Information Systems Framework

This course examines the basic framework for management information systems in industrial and commercial organisations. The emphasis is on information systems for transaction processing and operations support, including requirements in business functional areas and integrated systems. Major topics to be addressed include transaction processing systems, office information systems and personnel management information systems. The course will also address the technological infrastructure for information processing.

MISP605 Management Support Systems

This course studies the range of information systems needed to provide support for management in decision-making, planning and control. The starting point, therefore, is the set of potential managerial problems and opportunities, and the associated information requirements. Organisational diagnostics are considered for problem/opportunity identification. Solution approaches are developed and used as the basis for describing the structure, characteristics and management of generic categories of systems such as Decision Support Systems (DSS), Executive Information Systems (EIS) and Expert Systems (ES). The management implications of knowledge-based systems will be covered, and students will be asked to develop an application through an Expert System shell.

MISP606 Information Requirements and Data Bases

This is a project-based unit that will focus on the identification of management information requirements, and the satisfaction of those requirements in a database environment. Structured approaches to the information requirements analysis problem will be considered and evaluated.

MISP607 The Evolution of Electronic Commerce

The Internet and the emerging 'Information Superhighways' offer the potential to dramatically alter the way we transact goods and services. This course is designed to provide participants with a detailed knowledge of the concepts and specific skills related to electronic commerce, as well as an understanding of related concepts, technologies and applications. The course combines a technical foundation with a critical evaluation of electronic commerce strategies. Beginning with a review of the critical information technology trajectories that provide a basis for electronic commerce, the course proceeds to examine the application and consequences of these information technologies to different commercial processes. Finally, the course will consider the economics of electronic commerce and the implications of electronic commerce on different industry sectors. Various industry experts will participate as guest speakers throughout the course. Through hands-on experience, participants will learn how to use the WWW and Internet to market themselves, to market products, to build virtual organisations, to build distributed knowledge structures, to create and modify images, to collaborate with people in other countries, to establish boilerplate web pages, to design for accessibility and maintainability, and so on.

MISP608 Business Process Redesign

Business organisations both require and are enabled by contemporary information technologies. This dynamic relationship was one of the primary drivers of the much heralded and much maligned "business process re-engineering" movement. Instances of information systems development provide ideal opportunities for analysing process designs. Moreover, the success of information systems analysis and design activities is significantly enhanced by engaging in the analysis and design of organisational and business processes. The objectives of this course are to provide students with a detailed understanding of (i) the relationship and interdependencies between processes and information systems; and (ii) the concepts, methodologies and analytical techniques to engage in the parallel analysis and design of business processes and information systems.

MISP609 Strategic Management Information Systems

Increasingly competitive and global business environments have led to an increased emphasis on firm efficiency, product and service differentiation, and improved responsiveness to ever changing external environments. Firms seek new ways to leverage available resources and existing distinctive competencies, or to develop new competencies. There is a growing awareness within business organisations of the potential of information technology as a 'competitive weapon', strategic necessity or, at the very least, an important organisational resource. This course examines the role of information technology in leading and supporting strategic initiatives, and focuses on the economic and competitive implications of strategic information systems. The role of information systems in the global competitive environment will be of central interest. Concurrent or previous enrolment in BMGTP629 is strongly advised.

MISP610 Management of Information Systems: Social and Political Issues

This course focuses on understanding and managing the processes of IS implementation and use in business organisations. Emphasis is placed on the social and organisational, as opposed to the technical, aspects of such processes, which encompass IS strategic planning, evaluation, design and development, and the management of technological change. Bodies of social and political theory are drawn upon as a means of illuminating and exploring some of the key issues involved. The overall aim of the course is to develop a subtle and sophisticated understanding of the social and organisational aspects of IS implementation and use, so that the management of such processes might be approached in a more informed and reflective manner.

MISP623 Electronic Commerce Infrastructure and Systems Development

This course will provide an overview of the technologies that underlie electronic commerce. Topics covered will include networking and communications technologies, web authoring tools, e-commerce system development environments, security and payments systems, and dynamic databases. Drawing upon their knowledge of the above technologies, participants will engage in the analysis, development and implementation of a commercial-scale Internet-based electronic commerce system. After completing this course, students will be able to (i) understand the function and interrelation of component e-commerce technologies; and (ii) be able to assemble and build upon these components to develop e-commerce systems.

MISP624 Virtual Organisation ICTs and Emerging Organisational Forms

This course attempts to provide a critical and balanced assessment of the implications of new Information and Communication Technologies (ICTs) for facilitating novel forms of organising in the corporate, economic, social and political domains. Emphasis is placed on understanding the benefits and risks associated with using such technologies for supporting processes of communication, information/knowledge management, surveillance and control, and on the role that they might play in the formation and maintenance of ongoing working relationships. Bodies of social and organisation theory are drawn upon as a means of exploring central issues such as communication, learning, control and trust.

MISP625 Managing e-Commerce Strategy and Operations

The global information superhighway offers the potential to overcome the effects that geographic, temporal, and scale barriers have traditionally imposed on business. The elimination of these barriers promises significant consequences for business strategy and operations, particularly for firms located in regions peripheral to their main markets. This is a case based course designed to explore how organisations can harness e-Commerce technologies to create new business opportunities and new ways to run existing businesses. Drawing upon both historical and futurist perspectives, we will examine both the evolutionary and revolutionary aspects of e-Commerce to draw insights about how to develop and implement e-Commerce strategies.

MISP638 Management Information Systems Project

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MISP639 Contemporary Issues in Management Information Systems Trends

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MKTP603 International Market Strategy

This course examines the strategic issues arising in the management of the firm's international marketing operations.

Topics covered: The strategies of the company in international markets; the decision to internationalise; emerging theories of international marketing; the role of international marketing in the firm and the strategic options for the firm in international markets; deciding which markets to enter (analysis of the environment and public policy, understanding customers, markets and competitors); how the company enters international markets (expanding competitive alliances and foreign direct investment); developing the international marketing programme for consumer products, industrial products and services, and implementing and controlling the international marketing programme.

MKTP604 International Market Planning

This is a project-based seminar for students specialising in international marketing. Students taking this course are expected to research and produce a detailed marketing plan for a company engaged in international marketing. The objectives of the course are: (a) to provide the student with the opportunity of learning how international companies operate on a day-to-day basis and over a strategic time scale; and (b) to develop skills related to company research in support of international marketing planning.

Topics covered: International environment analysis, company development, applied strategic analysis, developing the marketing plan, designing implementable strategies.

MKTP605 Relationship Marketing in International Business Markets

This course provides participants with a comprehensive overview of the nature of relationship marketing in international business markets. The concept of relationship management as a process of managing interactions between firms is the central focus of attention. To this end, the interactive and network approaches to understanding international business markets are explored. Particular attention will be given to the management and development of relationships between customers, suppliers and distributors. Specifically the critical dimensions of product development, adoption and diffusion in business markets are investigated. In addition, the impact of technology on business relationships with particular emphasis on eCommerce in business markets and the management implications of

manufacturing-marketing interface are considered. Consideration is given to the development of marketing strategy in a business to business context. Finally, as purchasing accounts for a substantial portion of the total costs of a firm, special emphasis will be given to the strategic role of the purchasing function.

MKTP638 Culture and International Marketing

The course is designed to enable the participant to examine and develop international marketing strategies to manage the cultural considerations that arise for manufacturing and service firms irrespective of size, ownership structure, in the development of international business and marketing. The principal objective of the course is to evaluate and integrate the concept of culture into international marketing with a view to re-writing a new culturally based theory of international marketing. At the end of the course participants should be able to: 1) Investigate and evaluate groups of decision makers from a cultural standpoint; 2) Identify cultural reasons for the success or failure of international marketing initiatives; 3) Identify appropriate cultures for the introduction of a new project; 4) Have a more theoretical and conceptual understanding of the opening of the first export market and the factors which influence the extension of the first export market; 5) Understand the concept of performance and the necessary considerations to maintain performance constant or increasing and 6) Design cultural strategies for the firm to compete in international markets. Participants should also have developed skills in questioning, communicating, problem solving and decision making while being aware and sensitive to the views of others.

MKTP607 Marketing Theory

This course provides a theoretical foundation in the marketing discipline which underpins all of the other courses in this subject area. Within this course, students examine the disciplinary origins of marketing and the main schools of thought that have influenced its development up to the present day. A range of theoretical questions of contemporary interest are also explored.

MKTP608 Strategic Marketing

This course focuses on that part of the strategy-making process which is implemented primarily through the marketing function. Topics dealt with include the choice of business definition, the selection of product markets and the management of product portfolios. The course is based predominantly on European case situations and requires the student to develop a high level of skill in the analysis of interdependent variables and in decision-making in conditions of high uncertainty.

MKTP609 Consumer and Buyer Behaviour

This course aims to give students a thorough grounding in the theory of consumer and buyer behaviour and in its application in marketing management. Topics covered: Internal processes such as motivation, perception and attitude formation, and external influences such as economic, cultural and social factors.

MKTP611 Advertising and Communication

This course provides an in-depth review of the theory and practice in marketing communication, embracing advertising, sales promotion and public relations. Topics covered: The communication process; communication strategies in marketing; advertising, planning and budgeting; media planning, scheduling and evaluation; message design and execution; advertising research; sales promotion theory and practice; public relations theory and practice.

MKTP612 Services Marketing

This course explores aspects of services marketing as applied in both services and product contexts.

Topics covered: Continuum approaches to the classification of tangible products and services; the concept of customer care; strategic services marketing; relationship marketing; interactive marketing; measuring and managing service quality; organisational and human resource implications; and internal marketing. Students taking this course will be required to carry out sectoral studies for presentation and discussion at seminars involving services marketing practitioners.

MKTP613 Marketing Research

The objective of this course is to introduce students to the principles of research in marketing. The topics covered include quantitative and qualitative approaches to research; multivariate data analysis; reliability and validity in measurement; survey research; questionnaire design; sampling; attitude scales; case study research; focus group research; new product development and testing; advertising research and corporate image research.

MKTP615 Food Marketing

This course explores the theory and practice of marketing within the retail food sector, both in Ireland and internationally. Topics covered include: consumer behaviour in the purchase of food, brand building and brand management, the emergence and significance of private labels, new product development, packaging, pricing, wholesaling and retailing, selling and promotion, performance evaluation and identification of new product/brand development opportunities.

MKTP626 Contemporary Marketing Management

This course critically examines the practice of marketing for both Irish and international organisations. Through a series of seminars presented by practitioners, visiting academics and Department of Marketing staff, issues of contemporary and practical interest will be explored. Particular themes for this course might include the examination of developments in electronic marketing; consideration of the issues surrounding sales management; discussion of the particular contingencies of marketing management in the FMCG sector.

MKTP627 Marketing Planning and Implementation

Marketing is essentially an action based management function. It is thus essential that students develop skills in the research for, and development and production of, a marketing strategy. This project-based course requires students to complete a process of marketing planning for an appropriate marketing organisation.

MKTP628 e-Marketing

The widespread dissemination of information technology in the work place and home coupled with the increasing use of Internet and other computer networks has enabled new approaches to commerce and marketing. One effect of these developments has been to facilitate new aspirations for, and approaches to, conducting consumer and business-to-business marketing. More than enhancing marketing efforts, however, e-Commerce offers firms the potential to achieve close, responsive, and “personalised” relationships with trading partners and customers. Drawing upon appropriate theory and practice, this course will examine the dynamics underlying these developments with a view to identifying the substantive and enduring lessons for customer relationship management.

MKTP634 Marketing Project

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

MKTP635 Contemporary Issues in Marketing

The objective of this course is to give participants an opportunity to focus on new policies, issues and developments.

DEGREE OF MASTER OF COMMERCE (MComm)

Entry to the MComm Degree is subject to acceptance by the Faculty. The minimum standard for entry shall be an achievement of a Second Class Honours award at the BComm Degree Examination. Consideration may be given to applicants who possess an equivalent degree from another university or degree-awarding body or show such other evidence of academic and professional achievement as will satisfy the Faculty.

A candidate shall be eligible to obtain the Degree of Master of Commerce (MComm) after the expiration of six terms from the obtaining of the relevant primary degree as required above, on fulfilling the following conditions: A candidate

- (a) must submit a dissertation;
- (b) must attend such courses in Research Methodology as prescribed by the Head of the Department in which their research is undertaken; and
- (c) must attend such other courses and perform such other exercises as may be prescribed.

DEGREE OF MASTER OF ECONOMIC SCIENCE (MEconSc)

ENTRY REQUIREMENTS

Graduates who have secured at least Second Class Honours, Grade II in their primary degree and in the subject Economics in that degree, or other suitably qualified graduates, may, on the recommendation of the Head of the Department of Economics and by approval of the Faculty of Commerce, enter the programme for the MEconSc Degree. Eligible degrees include the BComm, the BSocSc and the BPA. Holders of the BComm must have taken at least two of the Economics options offered in Third Commerce and must have reached Second Class Honours standard in the Economics options taken as well as in the degree as a whole. Graduates who have obtained a Second Class Honours, Grade I standard in the Higher Diploma in Economic Science are also eligible for admission to the programme.

UCD graduates who do not meet the above requirements may also qualify for admission by reaching Second Class Honours, Grade I standard in the MEconSc Qualifying Test. Details of the syllabus for this test, which is identical to that for the MA Qualifying Test in Economics, may be found in the *Faculty of Arts Undergraduate Courses Booklet*.

The normal duration of the course is one year for full-time students and two years for part-time students.

MEconSc in ECONOMICS

Candidates must take core courses in Macroeconomics and Microeconomics and in addition three other courses from the following list:

Applied Economics	International Trade
Econometrics	Monetary Economics
Economic Development	Public Finance
Economic Planning	Western Economic History
Finance	

Additional options may from time to time become available and not all of the options in the above list may be offered in a given academic year.

MEconSc in EUROPEAN STUDIES

A full-time course in European Studies leading to an MEconSc in this area is offered jointly with other Departments in the College. Details of the course and admission requirements are available from the course director.

DEGREE OF MASTER OF SCIENCE - Mode C (MSc)

*Telephone Enquiries may be addressed to the Programme Manager
at tel. no: +353-1-706 8994*

REGULATIONS

1. The Degree of Master of Science (Mode C) is a degree in the Faculty of Commerce. The degree may be taken in any one of four specialisms - Finance, Strategic Marketing, Human Resource Management and Information Management. This programme is taught in Hong Kong and Singapore.
2. The structure of the course comprises four generic or core subjects which must be taken by all participants, and four specialist subjects in accordance with the appropriate specialist stream.
3. Within each subject of the programme there is a substantial project or applied research component in addition to the regular examination requirements.
4. Entry to the programme is subject to acceptance by the Faculty and is restricted to candidates who possess (a) a University degree or (b) a professional qualification acceptable to the Faculty.

In exceptional circumstances, candidates who provide evidence of significant managerial experience, and hold qualifications deemed equivalent to a University degree or a recognised professional qualification, may be admitted to the programme.

5. Honours may be awarded in each course and in the degree as a whole. The honours standard in each course shall be in accordance with University regulations.

SUMMARY OF COURSES

HONG KONG	SINGAPORE
Core Courses	
BMGTP914 Organisational Behaviour BMGTP915 Strategic Management and Business Policy FINP904 Corporate Financial Management MKTP903 Marketing Management	BMGTP916 Organisational Behaviour BMGTP917 Strategic Management and Business Policy FINP905 Corporate Financial Management MKTP904 Marketing Management

HONG KONG	SINGAPORE
Finance Specialist Courses	
FINP906 Treasury Management FINP907 Investment Management FINP908 International Finance FINP909 Strategic Financial Management	FINP910 Treasury Management FINP911 Investment Management FINP912 International Finance FINP913 Strategic Financial Management
Strategic Marketing Specialist Courses	
MKTP916 International Marketing Strategy MKTP917 Advertising and Communications MKTP918 International Business to Business Marketing MKTP919 Marketing Research	MKTP920 International Marketing Strategy MKTP921 Advertising and Communications MKTP922 International Business to Business Marketing MKTP923 Marketing Research
Human Resource Management Specialist Courses	
HRMP906 Training and Development HRMP907 Managing the Negotiation Process HRMP908 International HRM HRMP909 Labour Management Relations	HRMP910 Training and Development HRMP911 Managing the Negotiation Process HRMP912 International HRM HRMP913 Labour Management Relations
Information Management Specialist Courses	
MISP903 Strategic Information Management for Competitive Advantage MISP904 Databases and Information Resource Management MISP905 Decision Support and Expert Systems MISP906 Electronic Commerce	MISP907 Strategic Information Management for Competitive Advantage MISP908 Databases and Information Resource Management MISP909 Decision Support and Expert Systems MISP910 Electronic Commerce

DEGREE OF MASTER OF SCIENCE (MANAGEMENT PRACTICE) (MSc)

The Master of Science is designed to assist the professional development of managers who are already operating at senior levels within their organisations. The programme of studies which includes course work and/or substantial applied research must be approved on a case-by-case basis by the Faculty.

Entry to the programme is subject to acceptance by Faculty and is restricted to managers with significant management experience at a senior level who possess:

- (a) a university degree, or
- (b) a professional qualification acceptable to the Faculty.

Candidates who have passed the Advanced Management Diploma at levels deemed acceptable to the Faculty may also be accepted.

**DEGREE OF MASTER OF SCIENCE (MARKETING PRACTICE) (MSc)
(HIGHER DIPLOMA IN MARKETING PRACTICE (HDipMktgPrce))**

COURSE DESCRIPTION

The MSc (Marketing Practice) degree programme is a one year, full-time, postgraduate programme in applied marketing. The programme is designed to assist the recently qualified marketing graduate to make the transition from university to the professional working environment. Students work individually and in teams on real marketing problems, and undertake research assignments as appropriate. The philosophy underlying the programme is 'Action Learning'. The core objective is centred around the professional development of students on the programme.

Candidates for the Masters Degree who obtain a pass mark in each subject and who do not undertake the dissertation may be awarded, on application to the Faculty, the Higher Diploma in Marketing Practice.

COURSE SYLLABUS

Courses of Study

- MKTP912 Strategic Marketing
- MKTP913 Marketing Research
- MKTP914 Marketing Behaviour
- MKTP928 Leadership / Management Competencies

Additional Components

- MKTP915 Applied Marketing Projects
- MKTP926 Professional Development
- MKTP927 Communication Skills
- MKTP924 Minor Dissertation

The following are short descriptions of the courses that comprise the taught element of the MSc (Marketing Practice) programme:

MKTP912 Strategic Marketing

The development, evaluation and implementation of marketing strategies are essential to the successful enterprise. This course provides students with the knowledge and skills needed to develop such strategies. In particular, participants cover the following issues: the concept of strategy, customer and competitor analysis, environmental analysis; assessment of core competencies, identification of strategic alternatives and the planning and implementation process.

MKTP913 Marketing Research

The task of marketing research is to provide information to assist marketing managers and the executives to whom they report to make better decisions. This course provides students with the skills needed to conduct effective and efficient marketing research. In particular, the subjects covered include: the nature and process of marketing research, the sources of research data, measurement techniques in marketing research, sampling and data analysis, the application of research findings in the development of marketing strategy and the ethical aspects of marketing research in Ireland.

MKTP914 Marketing Behaviour

The achievement of market success requires a complex balancing of marketplace activity and company capabilities. This course seeks to provide these skills through the integration of diverse areas of management knowledge. Students participating in this course consider the issues involved in consumer behaviour, industrial buying and purchasing behaviour, competitive market interaction and the management of marketing.

MKTP915 Applied Marketing Projects

The completion of these assignments constitutes the major portion of the programme. Students are expected to undertake assignments for a maximum of six co-operating organisations during the course of the programme. In the process, participants will be required to meet rigorous research and professional standards.

MKTP926 Professional Development

An integral component of the MSc (Marketing Practice) programme is the professional development of students. Students are required to meet various professional standards in applied marketing projects which constitute the major portion of the programme. Students are expected to develop the professional skills and attitudes necessary to perform effectively in the marketing community.

MKTP927 Communication Skills

Effective communication is an integral element of business success. Students are required to acquire and continually develop skills in report writing, business English, presentation skills and skills in answering their questions and defending their work. Students are required to attend relevant seminars and workshops. In addition, regular feedback on experiences is provided to facilitate development.

MKTP928 Leadership / Management Competencies

This course focuses on the skills necessary for a competent manager. Developing self awareness, managing stress, solving problems creatively, communicating, gaining power and influence, motivating others, managing conflict, empowerment and delegating, conducting meetings, oral presentations and interviewing.

MKTP924 Minor Dissertation

A minor dissertation designed to allow the course participants to integrate both the applied and theoretical components of the course. This dissertation, although grounded in marketing theory, follows an action research methodology. Each student is supervised by a member of the academic staff in the Department of Marketing.

COURSE STRUCTURE AND EXAMINATION REQUIREMENTS

The course is on a full-time basis over one calendar year (11.5 months). There are two intakes annually, one in September and one in April. The intakes overlap to allow for accelerated learning. The academic year for the two intakes is as follows:

- Group 1: September - August
- Group 2: February - January

Students are expected to study four taught courses, attend relevant workshops, tutorials and seminars, undertake a number of research assignments and to prepare a minor dissertation. Examinations are held at the end of each semester.

ENTRY REQUIREMENTS

The normal standard of entry to the MSc (Marketing Practice) programme is the achievement of an honours standard in a primary business degree. Applicants must have studied marketing in their undergraduate degree programme.

The Faculty of Commerce may, in exceptional circumstances, admit candidates who hold a pass level or a non-business degree, but who can demonstrate a significant level of experience and achievement in marketing practice.

APPLICATION PROCEDURE

Interested persons are required to submit a formal application for consideration. Selected shortlisted candidates are invited to attend for interview.

Further programme and application details are available from: The Programme Administrator, MSc (Marketing Practice) Programme, University College Dublin, Michael Smurfit Graduate School of Business, Blackrock, Co. Dublin.

**DEGREE OF MASTER OF SCIENCE
(TECHNOLOGY MANAGEMENT) (MSc)**

COURSE DESCRIPTION

The MSc in Technology Management is designed for engineers and scientists who are responsible, or who will soon become responsible, for managing technological innovation. They will work primarily, but not exclusively, in the R & D departments of companies whose success depends critically on the introduction of new products (including services) and processes. The management of technological innovation involves putting in place and operating the strategies, structures, staffing and systems needed for the effective development and commercialisation of products and services, together with their associated production processes and delivery systems, and for the acquisition, development and timely embodiment of their constituent technologies and supporting knowledge bases. The degree courses will provide a comprehensive coverage of these topics.

**COURSE STRUCTURE AND EXAMINATION
REQUIREMENTS**

The course is on a part-time basis over two years, commencing in January. Classes will take place on Friday afternoon and Saturday morning. There is a total of 21 courses offered from the following list. Five courses will be completed in each half year. There will be a major project in the Summer of the second year.

Courses of Study:

ACCP621 Management Accounting	FINP623 Finance
MEENP004 Quantitative Methods for Management	MEENP001 Product Design and Development
ECONP200 Business Economics	MISP622 Management Information Systems
BMGTP640 Organisation and Innovation I	BMGTP647 Development Portfolio Management
MEENP003 Emerging Technologies	BMGTP648 Development Project Management
BMGTP641 Business Strategy	BMGTP646 Technology Strategy II
BMGTP645 Operations Strategy	BMGTP649 Economics and Technology Policy
BMGTP644 Technology Strategy I	BMGTP643 Marketing New Products
BMGTP650 Organisational Renewal	MEENP002 Manufacturing Systems Design
BMGTP651 New Business Development	BMGTP642 Organisation and Innovation II
BMGTP652 Project Seminar	Year 2: BMGTP652 Major Project

Examinations: Examinations are held in May and December, and the subjects examined are those covered in the previous half year. Students are required to have passed (or be exempted from) the examinations of the first year before being permitted to proceed to second year. Candidates are required to submit a report on a project, undertaken during the Summer of their second year, before completing their degree. The degree awarded is determined from the composite grade for the written examination in both years and the project report.

ENTRY REQUIREMENTS

A candidate for admission must hold a degree in Engineering or Science, deemed appropriate by the Faculties, or must fulfil the conditions described below.

A suitable candidate, who is not a graduate, but who is a corporate member of the Institution of Engineers of Ireland, or of equivalent status in a similar professional engineering or scientific institution, may be eligible for consideration for admission.

A candidate must have a minimum of three years' relevant work experience in a business/industrial organisation.

Candidates who already hold the MIE or MBA degree may be eligible for exemption on a subject-by-subject basis at the discretion of the Faculties.

APPLICATION PROCEDURE

Applications for admission should be made to the Programme Director, MSc (Technology Management). Applications should be received not later than October 31 for admission in January.

COURSE SYLLABUS

ACCP621 Management Accounting

Nature and role of managerial accounting. Cost terminology and classification. Accounting for materials, labour and overheads; cost allocation and apportionment; overhead absorption. Product and job costing and inventory valuation. Cost behaviour and prediction. Activity based costing. Project costing. Decision-making and relevant costs. Decision-making with scarce resources including linear programming. Decision-making under uncertainty. Budgets, budgetary control and Lotus 1-2-3. Standard costing and variance analysis.

MEENP004 Quantitative Methods for Management

This course will cover selected topics from the following material.

Statistical Analysis. Introduction to probability and statistics, binomial, Poisson, normal and other probability distributions; significance tests, estimation, regression and correlation, time series.

Multivariate statistics for marketing: multiple regression; discriminant analysis, conjoint analysis, Analytic Hierarchy Process.

Optimisation. Operations Analysis and Optimisation: Classical optimisation techniques, search techniques, gradient methods, linear programming, non-linear programming, dynamic programming.

Decision Analysis. Issues of structure, uncertainty and value in decision. Modelling structure; probability and utility assessment; behavioural issues in judgement and decision making. Multi-attribute decision problems. Group decision-making. Decision support products. Computer-based support for planning techniques.

ECONP200 Business Economics

The course covers topics in micro and macro economics including: economics of the firm - transaction cost and agency theory; application of economic theory on demand, production, cost, pricing, risk and uncertainty to business decisions. National accounts and their compilation. Theory of income determination. The role of money in the economic system.

BMGTP640 Organisation and Innovation I

Theories of motivation, satisfaction and their relation to performance; intrinsic and extrinsic motivation; job design and reward systems. Application to scientists and engineers: motivating performance at different tenure stages; career development, grade progression and task performance, dual ladders; facilitation and reward of critical innovation functions.

Small group formation and cohesion, task organisation, influence processes and leadership. Application to innovation: managing diversity for creativity; managing conflict at interfaces; problem solving strategies and communication processes; group age, performance and management; project groups and organisational learning.

BMGTP641 Business Strategy

Defining the business domain and opportunity space; environmental and competitive analysis; growth ambitions, trajectories and strategies; competitive intent and strategy; building the bases of sustainable advantage; the role of innovation and technology in generating growth options and sustainable advantage.

BMGTP642 Organisation and Innovation II

Developing structures and systems appropriate to the innovation and technology strategy of the firm. Building competences and knowledge creation for sustainable long-term advantage; organising for incremental, generational and radical innovation.

The changing nature of the corporate environment; flexibility and uncertainty; unplanned change. Models and processes of planned change: emergent models; open systems theory; the change agent; the diagnostic process; change interventions – human process, techno-structural, human resource and strategic. Evaluation and selection of interventions. Implementing planned change: power, politics and resistance. Organisational transformation and strategic change; the learning organisation and organisational change.

BMGTP645 Operations Strategy

Operations strategy and competitiveness, process choice in the context of manufacturing technology, service operations, capacity planning, facility location and layout, process control procedures, productivity and performance, job design and work measurement, operation scheduling, shop floor control, total quality management, plant economics, impact of the learning curve on unit costs, supply chain management, purchasing, just-in-time delivery, material requirements planning, lean manufacturing, design and management of logistics systems, benchmarking, business process re-engineering, industrial policy issues, new product development, manufacturing futures.

BMGTP644 Technology Strategy I: Strategy Formulation

Patterns and types of innovation and technology substitution. Technology Impact Analysis: identifying and classifying technologies by the size and timing of their potential impact on the business; selecting technologies which support business strategy; defining innovation strategy and competitive posture; assessing strength in base, key and emerging technologies; defining strategies for technology acquisition and development; deciding the total budget and identifying sources of financing for R&D; defining the balance of spending between early-stage and late-stage programmes.

BMGTP643 Marketing New Products

Identification of target markets, growth objectives and key customer needs; gap analysis to identify growth shortfalls and product line deficiencies, timed need for new and improved products; defining the role of the product in the marketing mix, and key product characteristics for market success. Product strategy: variety and replacement rate; use of the family concept – platforms and generational change; product evolution and technology embodiment scheduling (product-technology roadmapping).

Market definition and entry strategy; idea generation; the role of the lead user; measuring customer product perceptions; integrating market need and product design - QFD and other approaches; product positioning; the marketing mix; advertising, market and product testing; product launch; product life-cycle management.

MISP622 Management Information Systems

Theoretical Elements and Organisation of Information Systems. Information resource management. Management and decision making. People and organisations. Information systems and models. Information systems in functional business areas. Information management. Case studies.

Technical Components and Applications of Information Systems. Technical foundations of information systems; hardware, software, databases, networks. Technical applications of information systems; transaction processing systems, management reporting systems, decision support systems, knowledge-based systems. Case studies.

Practical Aspects of Information Systems. Building management information systems. The system development life cycle. Strategy, specifying requirements, design, acquisition, development, implementation. Case studies.

MEENP001 Product Design and Development

Product Design and Development is a two-credit, project-based course.

Rationale for design; systematic design approach; project planning; information gathering techniques; parametric, needs, and matrix analyses; objective tree and functional analyses; patents and standards; the product design specification; concept generation and evaluation; morphological chart method; concept ranking methods; final design; material selection; design for manufacture, assembly, and fabrication; technical/cost evaluation of production processes; effective prototyping; product costings; value analysis and redesign; group design exercises and assignments.

MEENP002 Manufacturing Systems Design

Design, implementation and management of manufacturing systems. Introduction to specific new manufacturing technologies. Computer integrated manufacturing, intelligent manufacturing systems, monitoring of manufacturing processes. Flexible manufacturing systems and cells. World Class Manufacturing. Robotics; estimating and specifying required resources, investment and costs.

BMGTP647 Development Portfolio Management

Building and managing a portfolio and pipeline of development projects which fit strategically, balance risks and generate desired cash-flows. Managing the 'fuzzy front-end': idea generation, evaluation and selection; concept development and technology selection. Managing multiple projects through later stages of development: stage - gate and other procedures for uncertainty reduction and risk management; 'control-tower' methods for resource allocation. Use of option pricing and other approaches to assess the financial adequacy of the project pipeline.

BMGTP648 Development Project Management

Managing individual projects to deliver quality products to market in a timely and cost-effective manner; using project teams as a mechanism of organisational learning. The project as a temporary organisation: identifying stakeholders and managing their expectations; light weight and heavy weight project teams - the power of the project and the functional manager. Design strategies, concurrent engineering and other methods for improving quality, cost and time to market. Project startup processes, goal-setting, work breakdown and assignment, project planning and control tools. Project completion or termination: evaluation, debriefing, learning and knowledge-diffusion, managing emotions.

BMGTP652 Summer Project

During the Summer of their second year, students will undertake a major in-company project which will make a measurable difference to the innovative capabilities of their firm. The project will take the place of a conventional thesis.

BMGTP652 Project Seminar

This seminar will be devoted to classroom discussion of the lessons learned from the major project conducted during the summer of Year 2.

FINP623 Finance

Sources and costs of finance. Capital structure. Interpretation of financial statements. Forecasting financial needs. Capital investment evaluation. Option pricing for R & D project and portfolio evaluation. Company evaluation. Mergers and acquisitions.

BMGTP646 Technology Strategy II

The Irish and European Innovation System: policy formulation, sources of technology and advice, sources of public funding for innovation. Venture capital and private funding sources. Technology acquisition: licensing, joint ventures and acquisitions. The art of negotiation in technology acquisition and sale. The protection of Intellectual Property. Practical approaches to organisational learning and knowledge management.

MEENP003 Emerging Technologies

The specific technologies chosen will reflect the background and interests of the participants, and will be discussed in conjunction with specialists in each field. Technologies will include some or all of the following: advanced materials, advanced manufacturing, rapid product development; nanotechnology; computation and communication hardware and software; biotechnology, combinatorial chemistry; energy.

BMGTP649 Economics and Technology Policy

Principles of economics, macroeconomics and social indicators, growth models, production functions, the technological factor, industrial policy. The role of technology in economic growth, industrial innovation, industrial policy, and sectoral and inter-firm competition. Technology and skill change. Technology in higher education. Technological forecasting and assessment. European programmes in science and technology.

Technology and economic development; the social shaping of technology; technology indicators; the monitoring of technology/society relations; technology planning and the role of the State; generic and direct intervention measures; technological discontinuities; the theory of cycles.

BMGTP650 Organisational Renewal

This course focuses on the process of managing business renewal. It examines the history and practice of businesses facing decline, and the management lessons in successfully achieving recovery. A tenet of the course is that enterprises succeed by a continuous process of revitalisation and that those who wait until a terminal stage are highly uncertain of success. Topics covered include: Causes of stagnation and decline; retrenchment strategies; human resource management; strategic planning for recovery; revenue generation; cost reduction; benchmarking; business process re-engineering; recovery implementation; maintaining the revitalisation process.

BMGTP651 New Business Development

The student will be given the opportunity to acquire the basic knowledge required to start a new line of business within a company. This course will be conducted as a seminar, with time devoted to the discussion of ideas by students who have an interest in entrepreneurship. These ideas may come from guest speakers, from the instructors, from the text and other readings or from case material, and from students.

DEGREE OF MASTER OF MANAGEMENT SCIENCE (MMangtSc)

Candidates for admission to the course must be graduates of the University. Graduates from another University may be admitted if suitably qualified.

Attendance is required for at least three terms and candidates cannot at the same time engage in any other course in the University. Normally students should complete the courses in one year. In exceptional circumstances students may take the above eight courses over two academic years, as approved by the Programme Director.

The normal standard for entry to the Master of Management Science programme is at least a Second Class Honours degree from an approved University or third level institution. A candidate must be proficient in at least one programming language and have a good knowledge of calculus and linear algebra at degree level. In very exceptional circumstances, the Faculty may decide to admit students who do not meet all of the above requirements.

Candidates for the Degree of Master of Management Science must sit and pass two sets of examinations and complete a dissertation.

The first semester runs from September to January and consists of three hours' lectures per week in each of the following subjects:

MISP612	Mathematical Programming
MISP613	Numerical Methods and Software
MISP614	Decision Science and Systems Analysis
MISP615	Applied Probability and Statistics

Students must sit a Spring examination at the end of the first semester in each of these subjects and obtain an average pass mark. Those who fail to achieve this standard must withdraw from the programme.

The second semester runs from January to May and consists of three hours' lectures per week in each of the following subjects:

MISP616	Networks and Combinatorial Optimisation
MISP617	Algorithms and Data Structures
MISP618	Decision Support Systems
MISP619	Simulation Modelling

Students may select, or be required to take, a course from either the Master in Business Studies (MBS) or the Master in Business Administration (MBA) instead of one of the above eight courses, as approved by the Programme Director.

Students must sit a Summer examination at the end of the second semester in each of these subjects and obtain a combined average pass mark over the Spring and Summer examinations. Students who fail to attain this standard must withdraw from the programme.

From June to August, each student carries out research on a topic chosen in consultation with a supervisor. A written report on this research in the form of a dissertation must be presented for examination by 1 September. As part of this examination, the student is required to give an oral defence.

A combined average pass mark over the Spring, Summer and dissertation examinations must be achieved. These have equal weight of one third each in determining the final grade of First Class Honours, Second Class Honours or Pass.

COURSES

MISP612 Mathematical Programming

The objective of this course is to develop the ability to apply mathematical (linear) models to problems in business and industry.

The course looks at business applications and solution procedures for linear models with real, integer and $\{0,1\}$ decision variables. Special emphasis is placed on modelling practical problems. In addition to manual solution procedures, the course looks at the solution of real problems using computer packages.

Topics covered by the course include: mathematical models; formulation of problems from business and industry into linear models; simplex algorithm; sensitivity analysis; duality; dual simplex algorithm; computer packages; integer linear model applications; cutting plane algorithm; branch and bound; $\{0,1\}$ programming, applications and solution algorithm; minimum cost network flow algorithm; data envelopment analysis; goal programming.

MISP613 Numerical Methods and Software

The objective of this course is to introduce the fundamentals of numerical computation.

It covers the following topics: machine arithmetic and error; contraction mappings and fixed points; non-linear equations; systems of linear equations; Gaussian elimination; LUP decomposition; Gauss-Seidel and successive over-relaxation; unconstrained optimisation; descent algorithms and direct search.

MISP614 Decision Science and Systems Analysis

The objective of this course is to develop an understanding of the decision making structures that provide a basis for decision science, management theory, problem structuring, research methodology and systems analysis.

Introduction; the work of management scientists; business problem solvers; systems analysts; systems building blocks. Decision science; theoretical structures; implications for management. Problem structuring methods; soft operational research; multi-criteria decision analysis. Systems development life cycle; systems development methodologies; research methodology. Project management; fact-finding techniques; communications and presentation skills; interpersonal skills. Information systems development; systems planning; systems analysis; feasibility and cost-benefit analysis. Process modelling; logical data flow diagrams; decision tables.

MISP615 Applied Probability and Statistics

The objective of this course is to develop an understanding of the application of probability and statistics to problems in business and industry, and to provide the basis for the use of simulation.

Introduction to probability and Monte Carlo simulation; random variables; standard distributions; random samples; goodness-of-fit (graphical and numerical methods); parameter estimation and hypothesis testing; linear regression models; time series.

Practical examples will be used to motivate the material covered. Simulation will be used throughout to illustrate statistical concepts.

MISP616 Networks and Combinatorial Optimisation

The objective of this course is to develop the ability to deal with problems from business and industry that can be formulated as network problems.

Topics covered by the course include: applications modelling; tours in a network; shortest path algorithms; maximum flow algorithms; spanning trees; minimum cost flow algorithms; project planning and control; dynamic programming.

MISP617 Algorithms and Data Structures

The objective of this course is to provide students with the fundamentals of algorithms and data structures for application to operations research problems.

The course covers the following topics: arrays; sparse matrices and tables; pointers; links and linked lists; stacks and queues; trees and their data structures; application of trees to searching; sorting and set manipulation; application of trees to minimum cost flow and transportation problems; graphs and their data structures; depth and breadth first searching; spanning trees; shortest paths and the travelling salesman problem; sorting and selection; analysis and implementation of algorithms.

MISP618 Decision Support Systems

The objective of this course is to develop the ability to incorporate management science techniques and methodologies into a comprehensive Decision Support System (DSS).

Evolution and characteristics of DSS; components of a DSS; current information technology of relevance to DSS development; methodologies for developing/implementing DSS; Geographic Information Systems, Spatial Decision Support Systems; Expert Systems; incorporating artificial intelligence in a DSS. Students will be required to construct a decision support system or an expert system.

MISP619 Simulation Modelling

The objective of this course is to introduce the fundamentals of discrete event simulation with applications to problems in business and industry.

Monte Carlo estimation of solutions: pseudo-random number generation; Monte Carlo sampling; sampling errors and variance reduction; conditional Monte Carlo sampling. Ill-structured systems and direct simulation: systems with intractable mathematical descriptions; simulator prototypes and simulation programming languages. State-event simulators: general structure and operation; states, events, attributes and sets; statistics and their collection. Statistical analysis of simulator output: sampling theory; autocorrelation; renewal processes and regeneration points.

Selected applications of simulation modelling will be drawn from some of the following: queueing models, time series, inventory models, optimal maintenance policies, corporate financial planning, project management, market share models, stock prices and options. The course will include simulation solutions of a number of substantial practical problems utilising real data.

DEGREE OF DOCTOR OF PHILOSOPHY (PhD)

Candidates for this degree are required to be admitted by the Faculty on the recommendation of the Professor; their admission must then be confirmed by the Academic Council. Candidates who have not graduated in this University may be admitted if suitably qualified.

The normal criterion for entry into the course of study and research for the Degree of PhD is a Master's Degree in a relevant area. The Professor and the Faculty may accept such other evidence of fitness as is deemed appropriate.

The requirements for the degree will normally be completed within nine terms. Candidates for the PhD Degree will be allowed six years from the date of registration in which to complete their degree. If they have not done so within that period, the Faculty may consider an application for continuing registration.

Candidates for the PhD Degree are required to take the following courses:

- (a) Principles of Research Methodology;
- (b) Advanced Research Methods;
- (c) The Philosophy of the Social Sciences;
- (d) Current Issues in Management Research.

Candidates may be required to undertake other specified courses.

In the first instance, all students admitted to the PhD Programme are registered as MComm (Probationary PhD) students. Transference of status to full PhD candidate status is permitted provided that the student can meet the following requirements:

- (i) Satisfactory completion of prescribed coursework.
- (ii) The development of a clearly defined and feasible research proposal.
- (iii) The presentation of such evidence of progress in the literature review section of the thesis as may satisfy the Doctoral Committee that the student is capable of completing the degree.

On successful transference of status, the student is expected to complete the thesis requirement for the Degree of Doctor of Philosophy.

The thesis must be prepared under the supervision of the Professor but the Faculty may, on the recommendation of the Professor, assign another member of the staff to supervise the candidate's research, under the Professor's general direction. A doctoral committee will be appointed for each candidate; the function of this committee will be to approve the candidate's course of study.

Candidates may be required to defend their thesis at an oral examination.

DIPLOMA IN ADVANCED MANAGEMENT

The Advanced Management Diploma (AMD) is an accredited programme which has been designed to equip business executives with general management skills. It is also the first year of the International Executive MBA programme.

The AMD programme covers all the main functional subjects involved in business administration including accounting, finance, marketing, human resources and operations.

The course work combines lectures from acknowledged experts in the various subject areas, and practical projects and case studies which give participants an opportunity to develop their analytical and interpersonal skills.

On the successful completion of the Advanced Management Diploma, students can apply for year two, the International Executive MBA.

PROGRAMME STRUCTURE

BMGTP805	Strategic Management
BMGTP804	Production & Operations Management
HRMP802	Human Resource Management
MISP802	Information Technology
BMGTP802	Business Research Methods
FINP802	Principles of Finance
ECONP802	Business Economics
ACCP802	Principles of Accounting
BMGTP803	Management of Organisations
MKTP802	Marketing Management
BMGTP806	Business Research Project

**HIGHER DIPLOMA IN BUSINESS STUDIES (HDBS)
(INCLUDING THE HIGHER DIPLOMA IN BUSINESS STUDIES –
INFORMATION TECHNOLOGY)**

The HDBS programme has been designed to prepare graduates with non-business primary degrees for careers in business, management and administration. The HDBS (Information Technology) programme has been designed to prepare graduates who hold primary degrees in academic areas other than Business Studies or Computer Science for careers in the information technology industry or for careers in the IT-related activities of business firms.

PROGRAMME STRUCTURE

The programme runs through the full academic year, starting in September and finishing in late May/early June. It is implemented over two semesters, with five subjects covered in each semester. First semester examinations are held in December and second semester examinations are held in late May. Part-time students complete the programme over two years.

The programme is comprised of core and elective elements. The core element consists of five subjects in Semester 1 and two subjects in Semester 2. The elective element, which takes place in Semester 2, offers students a choice of subjects from which three are chosen. The elective subjects vary from year to year. Students may choose to undertake a major project in place of an elective choice.

Attendance is required for at least two semesters after admission and during attendance candidates cannot at the same time engage in any other course in the University.

ENTRY STANDARDS

The normal minimum standard for entry into the HDBS programme and the HDBS (IT) programme is a second class honours degree. The Faculty of Commerce may, in special circumstances, consider the admission of applicants who have outstanding professional qualifications or experience but no primary degree. Any applicant who is seeking entry to the programme on the basis of professional qualifications must demonstrate that his/her performance was equivalent to the achievement of an honours standard in the qualifying primary degree examination. Candidates who hold a pass level degree may be considered for admission to the programme.

The closing date for all applicants is the middle of July in any one year. Where appropriate, the results of the test of English as a Foreign Language (TOEFL) should also be submitted.

HIGHER DIPLOMA IN ECONOMIC SCIENCE (HDipEconSc)

The Higher Diploma in Economic Science is a one year programme offered by the Department of Economics. Applicants must be university graduates and the numbers entering the programme will be restricted. An undergraduate training in economics is a desirable qualification for admission to the programme. However, graduates with a strong academic record (of at least Second Class Honours standard) but no previous training in Economics may be admitted at the discretion of the Department. In such cases, and according to circumstances, candidates may be required to complete suitable preparatory work before gaining admittance to the programme.

All students must take five courses from the following list of those offered by the Department:

ECONP301	Macroeconomics
ECONP302	Microeconomics
ECONP323	National Economics
ECONP324	International Economics
ECONP325	Econometrics
ECONP326	Monetary Economics
ECONP327	Economic History
ECONP328	Quantitative Methods
ECONP329	Environmental Economics
ECONP330	Political Economy of the Public Sector
ECONP331	Development Economics
ECONP332	Industrialisation
ECONP333	Industrial Organisation

The list of optional subjects offered may vary from year to year.

Please note that ECONP301 (Macroeconomics) and ECONP302 (Microeconomics) are compulsory for all students taking the Higher Diploma in Economic Science. The Diploma will be awarded at Pass and Honours level. Students who wish to proceed to the Master of Economic Science programme must attain an upper Second Class Honours standard in the Diploma.

HIGHER DIPLOMA IN ENTREPRENEURIAL STUDIES

The Higher Diploma in Entrepreneurial Studies combines an academic and an applied approach to the study of entrepreneurship.

1. Candidates must obtain the permission of the Faculty of Commerce before entry to the programme. The number of candidates is limited. The programme is for graduates who do not hold a degree in Commerce of the National University of Ireland or an equivalent degree of another university.
2. The Faculty of Commerce may, in special circumstances, consider the admission of applicants who have outstanding professional qualifications or experience but no primary degree.
3. The normal standard for entry to the Diploma in Entrepreneurial Studies shall be the achievement of an honours standard in the qualifying primary degree examination. Any applicant who is seeking entry to the programme on the basis of professional qualifications must demonstrate that his/her performance was equivalent to the achievement of an honours standard in the qualifying primary degree examination. Candidates who hold a pass degree may be considered for admission to the programme.
4. Attendance is required for at least two semesters after admission and during attendance candidates cannot at the same time engage in any other course in the University.
5. Examinations may take place at the end of each semester. Honours may be awarded on the results of the overall examination.
6. Where appropriate, the results of the Test of English as a Foreign Language (TOEFL) should be submitted.
7. The programme includes a significant proportion of practical work and projects.

Further details and application forms are available from:

The Director,
Higher Diploma in Entrepreneurial Studies,
Graduate School of Business,
University College Dublin,
Blackrock,
Co. Dublin

**HIGHER DIPLOMA IN TECHNOLOGY MANAGEMENT
(HDipTechMangt)**

COURSE DESCRIPTION

The Higher Diploma in Technology Management is designed to complement the MSc (Technology Management), which is confined to technical graduates. Technological innovation is a multi-functional process, involving marketing and manufacturing as well as R&D. Many responsible executives in these functions have non-technical degrees. The Higher Diploma aims to meet the needs of such executives for professional formation in managing technological innovation. It also aims to meet the needs of executives who, although not involved in innovation, work in technology-intensive firms and who would prefer a course which meets the special needs of their environment. The Higher Diploma is also open to technical graduates who wish for a less extensive coverage of technology management than that provided in the MSc degree.

**COURSE STRUCTURE AND EXAMINATION
REQUIREMENTS**

The course is on a part-time basis over two semesters, commencing in January (Spring Semester) and September (Autumn Semester). There is a total of 10 courses, five of which are core and five optional. The options offered in any year will depend on the interests of the incoming class, and on the number of students wishing to take each option. Faculty may specify prerequisite qualifications for entry into particular options. Five courses will be completed in each semester.

Core Subjects:

ACCP631 Management Accounting
BMGTP713 Organisation and Innovation I
BMGTP714 Business Strategy
BMGTP715 Marketing New Products
MISP633 Management Information Systems

Optional Subjects:

BMGTP718 Technology Strategy I
BMGTP717 Organisation and Innovation II
BMGTP518 Development Process
Management
BMGTP516 Technology Planning and
Commercialisation
HRMP601 Human Resource Management
ECONP201 Business Economics
MEENP005 Quantitative Methods for
Management
BMGTP515 Manufacturing Systems Design
BMGTP519 Quality Assurance
BMGTP520 Engineering Economic Analysis
BMGTP517 Productivity Management
BMGTP716 Operations Management
FINP623 Finance

Examinations: Examinations are held in May and December and subjects are examined at the end of the semester in which they are taught. Repeat examinations for Spring semester courses will be offered at the end of the Autumn semester and repeat examinations for Autumn semester courses will be offered at the end of the Spring semester. The Diploma award is determined from the composite grade for the examinations in both semesters.

ENTRY REQUIREMENTS

A candidate for admission must hold a degree for diploma deemed appropriate by the Faculty. Other candidates may be admitted at the discretion of the Faculty, in exceptional cases.

A candidate must have a minimum of five years' relevant experience in a business/industrial organisation. In exceptional cases, the Faculty may reduce the requirement to three years.

Candidates with appropriate qualifications may be eligible for exemption from core subjects on a subject-by-subject basis, up to a maximum of five subjects, at the discretion of the Faculty.

APPLICATION PROCEDURE

Application for admission should be made to the Programme Director, Higher Diploma in Technology Management, at the Michael Smurfit Graduate School of Business, Blackrock, Co. Dublin. The closing date for admission in January is October 31 of the preceding year.

