



**University College Dublin
National University of Ireland, Dublin**

**Commerce
(Postgraduate Courses)**

Session 2003/2004

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)
(COMXF001)

(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

<i>Syllabus of Courses</i>

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

Investment Returns, Valuation Models and the Financial Statements; The Analysis of Financial Statements; Forecasting and Valuation Analysis; Quality of Earnings; The Analysis of Risk.

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; the role of the Director of Corporate Enforcement.

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; termination payment; 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; 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: 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.

Information for Decision Making

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; controls in the business setting; evolution of control systems; the strategic framework; implications of strategy for control systems design; budgetary control systems; activity based budgeting; uncertainty and budgeting; standard costs and variance accounting; cost control; control of service organisations; organisational structure and financial control; control of decentralized organisations; transfer pricing; managerial performance measurement; compensation system design; current research developments; decentralised organisations.

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)
(COMXF002)

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 if their 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, The Michael Smurfit Graduate School of Business, UCD, 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.

To apply on-line please go to: <http://ucdbusiness.ie/contact/applyonline.htm>

In general exemptions are not allowed. In special cases 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. Individual cases will be considered by the MBA Policy Committee.

Programme Modes

The MBA Degree is available in full-time and executive modes.

Full-time

The full-time programme runs over a twelve-month period commencing in early September each year. Students are required to be in attendance full-time over the year and classes are scheduled throughout the day.

Executive

The executive programme extends over two academic years, divided into four teaching semesters (September – January and January – May) and a final summer research semester (May – August). A further version of the Executive MBA is run on Fridays and Saturdays entitled International Executive MBA.

Programme Structure

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

The programme commences with one week of introductory courses which do not count for credit.

The MBA consists of four parts:

Foundation Courses

These are designed in order that students learn to assimilate the fundamental characteristics of various company functions and identify techniques for managing the various functional problems of business enterprise.

Corporate and Integrative Courses

These are designed in order that students learn to understand and integrate functional area management with managing the business enterprise, realise the complexity of operational levels that comprise modern corporations and appreciate the role of the global environment in influencing business decisions.

Specialist Electives

The range of elective courses offered by The Michael Smurfit School of Business, UCD allows students to choose a set of elective courses suited to their particular career goals. An extensive range of courses will offer students an opportunity to enrich their knowledge in areas of special interest, develop a portfolio of courses suited to their particular needs and further develop their personal aptitudes and positioning in the workplace.

Applied Research Project Options

The Applied Research Project offers participants the opportunity to apply their knowledge and analytical skills to the solution of a business problem, bridge the gap between formal business training and application in the workplace and draw together their various learned skills in addressing a business issue of special interest.

Examinations

Examinations are held after each semester, and the subjects examined are those covered in the previous semester. In the case of the executive programme, candidates are required to have passed 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 mark for the written examinations and the research project.

Full-Time

Introductory Programme (Not for credit): Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Team Building, Networking Events, Study Techniques			
Core Courses			
	Marks		Marks
ACC P615 Managerial Accounting	100	ECON P303 Business Economics	100
ACC P618 Financial Reporting	100	FIN P601 Principles of Finance	100
ACC P632 Financial Statement Analysis	100	FIN P602 Corporate Finance	100
BMGT P601 Organisational Behaviour	100	HRM P601 Human Resource Management	100
BMGT P602 Operations Management	100	MIS P601 Management Information System	100
BMGT P603 Business Policy	100	MKT P601 Marketing Management	100
BMGT P604 Strategic Management	100		
BMGT P605 International Business	100		
Elective Courses (4)			
	Marks		Marks
ACC P617 Management Control Systems	100	BMGT P772 Managing Growth	100
ACC P619 European Business Law	100	BMGT P773 Corporate Venturing	100
ACC P622 Taxation	100	BMGT P774 Managing Media Relations	100
ACC P636 Advanced Specialist Course in Accounting	100	ECON P100 Irish Economic Policy	100
BMGT P607 Managing Change	100	ECON P316 Managerial Economics	100
BMGT P689 Management, Organisation & Careers	100	FIN P648 Global Strategic Finance	100
BMGT P701 Advanced Business Subject	100	FIN P654 Advanced Specialist Topics in Finance	100
BMGT P702 Advanced Business Subject	100	FIN P656 Advanced Specialist Course in Finance	100
BMGT P719 Business Planning & Project Management	100	HRM P624 Advanced Human Resource Management	100
BMGT P724 Business Research Methods	100	HRM P628 Advanced Specialist Topics in HRM	100
BMGT P729 Management of Entrepreneurial & Small Business Organisations	100	HRM P630 Advanced Specialist Course in HRM	100
BMGT P732 Team Development in Organisations	100	MIS P602 Management Science Applications	100
BMGT P736 Leadership	100	MIS P634 Managing E-commerce Strategy & Operations	100
BMGT P750 Planning & Decision Techniques & Computer-Based Support	100	MIS P640 Advanced Specialist Topics in MIS Trends	100
BMGT P752 Strategic Alliances	100	MIS P646 Advanced Specialist Course in MIS Trends	100
BMGT P754 Advanced Specialist Course in Management	100	MKT P602 International Marketing	100
BMGT P757 Advanced Specialist Topics in Management	100	MKT P636 Advanced Specialist Topics in Marketing	100
BMGT P769 Opportunity Recognition	100	MKT P639 Advanced Specialist Course in Marketing	100
BMGT P770 New Venture Planning	100	Approved External Course*	100
BMGT P771 The Financing of New Ventures	100		
BMGT P684 Applied Research Project** Marks: 300			
Total Marks: 2,100			
* Participants may take courses from the MBS Programme, and may take other Masters level courses at approved Summer Schools, approved external Universities and other programmes at UCD with the approval of the MBA Policy Committee.			
** At the discretion of the MBA Policy Committee additional electives may be substituted for the Applied Research Project. This discretion must be exercised prior to the commencement of the academic year.			

MBA Programme Courses

Core Courses

ACC P615 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.

ACC P618 Financial Reporting

The role of accounting information. The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition. Cash flow statements. Corporate reports of limited liability companies – statutory requirements, professional pronouncements and international financial reporting standards. Reporting financial performance. Interpretation of financial statements. Introduction to group accounts.

ACC P632 Financial Statement Analysis

Financial statements are relevant to the decisions of many individuals/groups including investors, creditors, consultants, managers, auditors, directors, analysts, regulators and employees. Financial statement analysis is presented in this course as an integral part of the broader framework of business analysis. Four integrated components of effective financial statement analysis are addressed, namely: business strategy analysis; accounting analysis; financial analysis; and prospective analysis.

BMGT P601 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.

BMGT P602 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.

BMGT P603 Business Policy

This course deals with the general management of the enterprise. Specifically it deals with issues of strategy formulation and implementation across a range of organisational and environmental contexts.

BMGT P604 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.

BMGT P605 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.

ECON P303 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.

FIN P601 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.

FIN P602 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.

HRM P601 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.

MIS P601 Management Information Systems

This course deals with the broad issues in MIS that are important to the business manager, including conventional or established approaches, and the challenges of emerging technology. Objectives of the course are to enable students to understand the role of information systems in business, to determine how information systems strategy is formulated and aligned with business strategy, and to identify and deal with issues relating to the organisation and development of the information systems function, including information systems project management. The course is action-centred, and requires participants to be proactive, in conjunction with the instructors, in researching IS topics, developing perspectives on contentious issues, and presenting their views in a structured manner. Topics covered include the strategic use of information systems, networking for business, data and knowledge management, management support systems, information systems planning and development, the economics of information systems, and IS security and control.

MKT P601 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.

<p><i>Elective Courses (4)</i></p>

A selection of the following electives are offered each year:

ACC P617 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.

ACC P619 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.

ACC P622 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.

ACC P636 Advanced Specialist Course in Accounting

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

BMGT P607 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.

BMGT P689 Management, Organisation and Careers

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.

BMGT P701 Advanced Business Subject

BMGT P702 Advanced Business Subject

BMGT P719 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.

BMGT P724 Business Research Methods

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.

BMGT P729 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.

BMGT P732 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.

BMGT P736 Leadership

This course provides a comprehensive overview of leadership in organisations. The goals of the course are to understand the role of leaders in contemporary organisations, the changing context in which leadership takes place, and the characteristics of effective leaders. In addition, the course will discuss the specific skills leaders need to communicate effectively, motivate others, use power and influence, lead teams, and manage change. The course will examine the behaviour of a number of business leaders in a wide variety of business contexts to see what lessons, both positive and negative, can be learned from their example.

BMGT P750 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.

BMGT P752 Strategic Alliances

Organisations, as part of their overall strategies, are increasingly developing and managing cooperative inter-organisational relationships with other organisations. This development has been in response to a variety of environmental shifts such as globalisation of markets, rapid shifts in technologies, finite resources, and shortened product life cycles. These inter-organisational relationships have blurred the boundaries among organisations, forcing managers to revise their thinking about competition and collaboration. This course helps participants to explore this new network corporation and examine why, in today's competition based on time, flexibility, and learning, it may be a superior means to gain competitive advantage to the traditional ways of organising.

BMGT P754 Advanced Specialist Course in Management

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

BMGT P757 Advanced Specialist Topics in Management

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

BMGT P769 Opportunity Recognition

This course deals with the importance of opportunity recognition in the process of new venture creation. It begins with establishing the connection between the strategic potential of a business and the quality of the idea. It covers processes of creative thinking and many techniques that can be used. The use of environmental and industry analysis are explored as well as the emergence of new technologies and markets. Opportunity recognition is expanded from new greenfield ideas to opportunities to acquire existing companies, mergers and acquisitions, restructuring and turnaround. The course consists of seminars, workshops, cases, role playing and visiting speakers.

BMGT P770 New Venture Planning

This covers all the steps in preparing a business plan from what it is to assessing feasibility and preparing all elements of the plan including: getting the strategy right, the marketing plan, operations, plan, team and organisation, financial plan. The latter part of the course deals with the launch and early stage problems, consolidation, growth and achievement. The course is based on lectures, discussion and case studies.

BMGT P771 The Financing of New Ventures

This course begins with approaches to identifying the amount of finance needed to start different types of businesses. It deals with company valuations and the valuation of IP and technology. It discusses the various sources of finance available with particular emphasis on informal venture capital and venture capital from specialist VC firms. Finally, it addresses the issue of negotiating with suppliers of finance and the structuring of deals

BMGT P772 Managing Growth

This course focuses on managing the growth process in higher technology firms. It begins with the identification of the opportunity for growth, discusses alternative paths to growth, the importance of having a good business model, crossing the chasm, going international, building the management team and internal capabilities and financing growth. Specific attention is paid to the importance of acquisitions, joint ventures and partnership agreements in achieving growth.

BMGT P773 Corporate Venturing

This course introduces participants to the concept of creating new ventures in existing businesses and explores all the theories, issues, policies and problems involved. The course covers corporate venturing as a strategy, the process of venturing in a corporate entity, organising for corporate venturing, generating ideas and opportunities, feasibility analysis, business planning, milestone planning, financing the business, presenting the business plan for approval, managing the launch and early stage development, planning for growth in high technology firms, managing growth and scale-up.

The course is based on lectures, case studies, visiting corporate entrepreneurs and an individual project on a case study in the participant's firm.

BMGT P774 Managing Media Relations

This course deals with all aspects of managing media relations from a business point of view. The perspective will be that of the Chief Executive and other senior managers who must constantly communicate with the media to inform them of developments in the company and to address issues. Topics covered will include relations in the areas of financial reporting, acquisition, management team changes, company restructuring, new product launches, new market entry and dealing with crisis management situations.

ECON P100 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.

ECON P316 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.

FIN P648 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.

FIN P654 Advanced Specialist Topics in Finance

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

FIN P656 Advanced Specialist Course in Finance

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

HRM P624 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.

HRM P628 Advanced Specialist Topics in HRM

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

HRM P630 Advanced Specialist Course in HRM

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

MIS P602 Management Science Applications

This course takes a quantitative approach to strategic, managerial and operational decisions. Students are expected to use computer software to apply the techniques they learn on the course to current decision problems of their choice.

Topics covered: Decision science and how it offers a context and a framework for management decision making. How to diagnose a company or organisation's strategic priority. The use of multi-criteria decision analysis to select preferences between alternative courses of management action. How to evaluate advice and make choices in the context of risk and uncertainty. The optimal allocation of scarce resources to alternative products. Project management in the context of financial and time constraints.

MIS P634 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.

MIS P640 Advanced Specialist Topics in MIS Trends

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

MIS P646 Advanced Specialist Course in MIS Trends

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

MKT P602 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.

MKT P636 Advanced Specialist Topics in Marketing

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

MKT P639 Advanced Specialist Course 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

Participants may take courses from the MBS Programme, and may take other Masters level courses at approved Summer Schools, approved external Universities and other programmes at UCD with the approval of the MBA Policy Committee.

Executive

Introductory Programme (Not for credit): Introduction to Microcomputers; Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Introduction to Economics				
Core Courses				
	Marks			Marks
ACC P625	100	ECON P315	Business Economics	100
ACC P628	100	FIN P641	Principles of Finance	100
ACC P633	100	FIN P642	Corporate Finance	100
BMGT P690	100	HRM P622	Human Resource Management	100
BMGT P691	100	MIS P629	Management Information Systems	100
BMGT P692	100	MKT P631	Marketing Management	100
BMGT P693	100			
BMGT P728	100			
Elective Courses				
	Marks			Marks
ACC P627	100	BMGT P778	Managing Growth	100
ACC P629	100	BMGT P779	Corporate Venturing	100
ACC P630	100	ECON P314	Irish Economic Policy	100
ACC P637	100	ECON P317	Managerial Economics	100
		FIN P649	Global Strategic Finance	100
BMGT P694	100	FIN P655	Advanced Specialist Topics in Finance	100
BMGT P698	100	FIN P657	Advanced Specialist Course in Finance	100
BMGT P703	100	HRM P625	Advanced Human Resource Management	100
BMGT P704	100	HRM P629	Advanced Specialist Topics in HRM	100
BMGT P720	100	HRM P631	Advanced Specialist Course in HRM	100
BMGT P727	100	MIS P630	Management Science Applications	100
BMGT P730	100	MIS P635	Managing E-commerce Strategy Operations	100
BMGT P733	100	MIS P641	Advanced Specialist Topics in MIS Trends	100
BMGT P737	100	MIS P647	Advanced Specialist Course in MIS Trends	100
BMGT P751	100	MKT P630	International Marketing	100
BMGT P753	100	MKT P637	Advanced Specialist Topics in Marketing	100
BMGT P755	100	MKT P640	Advanced Specialist Course in Marketing	100
BMGT P758	100		Approved External Course*	100
BMGT P775	100			
BMGT P776	100			
BMGT P777	100			
BMGT P684 Applied Research Project** Marks: 300				
Total Marks: 2,100				
* Participants may take courses from the MBS Programme, and may take other Masters level courses at approved Summer Schools, approved external Universities and other programmes at UCD with the approval of the MBA Policy Committee.				
** At the discretion of the MBA Policy Committee additional electives may be substituted for the Applied Research Project. This discretion must be exercised prior to the commencement of the academic year.				

Executive MBA Programme Courses

Core Courses

ACC P625 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.

ACC P628 Financial Reporting

The role of accounting information. The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition. Cash flow statements. Corporate reports of limited liability companies – statutory requirements, professional pronouncements and international financial reporting standards. Reporting financial performance. Interpretation of financial statements. Introduction to group accounts.

ACC P633 Financial Statement Analysis

Financial Statements are relevant to the decisions of many individuals/groups including investors, creditors, consultants, managers, auditors, directors, analysts, regulators and employees. Financial statement analysis is presented in this course as an integral part of the broader framework of business analysis. Four integrated components of effective financial statement analysis are addressed, namely: business strategy analysis; accounting analysis; financial analysis; and prospective analysis.

BMGT P690 Organisational Behaviour

Understanding individual behaviour. Theories of motivation and satisfaction. Applied motivation – intrinsic 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.

BMGT P691 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.

BMGT P692 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.

BMGT P693 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.

BMGT P728 Business Policy

This course deals with the general management of the enterprise. Specifically it deals with issues of strategy formulation and implementation across a range of organisational and environmental contexts.

ECON P315 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.

FIN P641 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.

FIN P642 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.

HRM P622 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.

MIS P629 Management Information Systems

This course deals with the broad issues in MIS that are important to the business manager, including conventional or established approaches, and the challenges of emerging technology. Objectives of the course are to enable students to understand the role of information systems in business, to determine how information systems strategy is formulated and aligned with business strategy, and to identify and deal with issues relating to the organisation and development of the information systems function, including information systems project management. The course is action-centred, and requires participants to be proactive, in conjunction with the instructors, in researching IS topics, developing perspectives on contentious issues, and presenting their views in a structured manner. Topics covered include the strategic use of information systems, networking for business, data and knowledge management, management support systems, information systems planning and development, the economics of information systems, and IS security and control.

MKT P631 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

<i>Elective Courses</i>

ACC P627 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.

ACC P629 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.

ACC P630 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.

ACC P637 Advanced Specialist Course in Accounting

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

BMGT P694 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.

BMGT P698 Management, Organisation and Careers

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.

BMGT P703 Advanced Business Subject

BMGT P704 Advanced Business Subject

BMGT P720 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.

BMGT P727 Business Research Methods

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.

BMGT P730 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.

BMGT P733 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.

BMGT P737 Leadership

This course provides a comprehensive overview of leadership in organisations. The goals of the course are to understand the role of leaders in contemporary organisations, the changing context in which leadership takes place, and the characteristics of effective leaders. In addition, the course will discuss the specific skills leaders need to communicate effectively, motivate others, use power and influence, lead teams, and manage change. The course will examine the behaviour of a number of business leaders in a wide variety of business contexts to see what lessons, both positive and negative, can be learned from their example.

BMGT P751 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.

BMGT P753 Strategic Alliances

Organisations, as part of their overall strategies, are increasingly developing and managing cooperative inter-organisational relationships with other organisations. This development has been in response to a variety of environmental shifts such as globalisation of markets, rapid shifts in technologies, finite resources, and shortened product life cycles. These inter-organisational relationships have blurred the boundaries among organisations, forcing managers to revise their thinking about competition and collaboration. This course helps participants to explore this new network corporation and examine why, in today's competition based on time, flexibility, and learning, it may be a superior means to gain competitive advantage to the traditional ways of organising.

BMGT P755 Advanced Specialist Course in Management

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

BMGT P758 Advanced Specialist Topics in Management

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

BMGT P775 Opportunity Recognition

This course deals with the importance of opportunity recognition in the process of new venture creation. It begins with establishing the connection between the strategic potential of a business and the quality of the idea. It covers processes of creative thinking and many techniques that can be used. The use of environmental and industry analysis are explored as well as the emergence of new technologies and markets. Opportunity recognition is expanded from new greenfield ideas to opportunities to acquire existing companies, mergers and acquisitions, restructuring and turnaround. The course consists of seminars, workshops, cases, role playing and visiting speakers.

BMGT P776 New Venture Planning

This covers all the steps in preparing a business plan from what it is to assessing feasibility and preparing all elements of the plan including: getting the strategy right, the marketing plan, operations, plan, team and organisation, financial plan. The latter part of the course deals with the launch and early stage problems, consolidation, growth and achievement. The course is based on lectures, discussion and case studies.

BMGT P777 The Financing of New Ventures

This course begins with approaches to identifying the amount of finance needed to start different types of businesses. It deals with company valuations and the valuation of IP and technology. It discusses the various sources of finance available with particular emphasis on informal venture capital and venture capital from specialist VC firms. Finally, it addresses the issue of negotiating with suppliers of finance and the structuring of deals.

BMGT P778 Managing Growth

This course focuses on managing the growth process in higher technology firms. It begins with the identification of the opportunity for growth, discusses alternative paths to growth, the importance of having a good business model, crossing the chasm, going international, building the management team and internal capabilities and financing growth. Specific attention is paid to the importance of acquisitions, joint ventures and partnership agreements in achieving growth.

BMGT P779 Corporate Venturing

This course introduces participants to the concept of creating new ventures in existing businesses and explores all the theories, issues, policies and problems involved. The course covers corporate venturing as a strategy, the process of venturing in a corporate entity, organising for corporate venturing, generating ideas and opportunities, feasibility analysis, business planning, milestone planning, financing the business, presenting the business plan for approval, managing the launch and early stage development, planning for growth in high technology firms, managing growth and scale-up.

The course is based on lectures, case studies, visiting corporate entrepreneurs and an individual project on a case study in the participant's firm.

ECON P314 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.

ECON P317 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.

FIN P649 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.

FIN P655 Advanced Specialist Topics in Finance

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

ACC P657 Advanced Specialist Course in Finance

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

HRM P625 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.

HRM P629 Advanced Specialist Topics in HRM

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

HRMP631 Advanced Specialist Course in HRM

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

MIS P630 Management Science Applications

This course takes a quantitative approach to strategic, managerial and operational decisions. Students are expected to use computer software to apply the techniques they learn on the course to current decision problems of their choice.

Topics covered: Decision science and how it offers a context and a framework for management decision making. How to diagnose a company or organisation's strategic priority. The use of multi-criteria decision analysis to select preferences between alternative courses of management action. How to evaluate advice and make choices in the context of risk and

uncertainty. The optimal allocation of scarce resources to alternative products. Project management in the context of financial and time constraints.

MIS P635 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.

MIS P641 Advanced Specialist Topics in MIS Trends

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

MIS P647 Advanced Specialist Course in MIS Trends

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

MKT P630 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.

MKT P637 Advanced Specialist Topics in Marketing

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

MKT P640 Advanced Specialist Course 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
(COMXP004)**

First Semester Courses

ACC P905 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 specialty 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.

COMM P901 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.

COMM P902 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.

ECON P348 Business Economics

This course covers topics in both micro and macro economics including: Application of economic theory to 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.

Second Semester Courses

ACC P907 Financial Reporting

The role of accounting information. The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition. Cash flow statements. Corporate reports of limited liability companies – statutory requirements, professional pronouncements and international financial reporting standards. Reporting financial performance. Interpretation of financial statements. Introduction to group accounts.

BMGT P909 Operations Management

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.

ECON P304 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.

HRM P902 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.

MIS P902 Management 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.

<p>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.</p>

Third Semester Courses

COMM P903 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.

FIN P903 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.

FMED P901 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.

MKT P902 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.

<p>Fourth Semester Courses</p>

BMGT P912 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.

COMM P904 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.

COMM P905 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.

COMM P906 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.

COMM P907 Public Health and Evidence Based Practice

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
(COMXP0018)**

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.

Programme Structure

Introductory Programme (Not for Credit): Computer Applications, Stress Management, Communication Skills, Group Dynamics, Case Study Analysis	
Core Subjects	
ACC P913 Managerial Accounting	ECON P334 Business Economics
ACC P914 Financial Reporting	FIN P929 Principles of Finance
BMGT P950 Operations Management	FIN P934 Corporate Finance
BMGT P951 Organisational Behaviour	HRM P927 Human Resource Management
BMGT P972 Leadership & the Management of Change	MIS P924 Management Information Systems
BMGT P973 International Business	MKT P943 Marketing Management
BMGT P974 Business Policy	MKT P947 International Marketing
BMGT P975 International Strategic Management	
Elective Subjects Three electives to be chosen from the following:	
ACC P915 European Business Law	ECON P335 Irish Economic Policy
ACC P922 Strategic Value Management	FIN P935 International Finance
ACC P923 Management Control Systems	FIN P936 Advanced Specialist Topic in Finance
ACC P924 International Accounting	FIN P937 Advanced Specialist Course in Finance
ACC P925 Advanced Specialist Course in Accounting	FIN P939 Mergers & Acquisitions
ACC P927 Taxation	HRM P931 Advanced Human Resource Management
BMGT P952 Business Research Methods	HRM P932 Advanced Specialist Topic in HRM
BMGT P953 Team Development in Organisations	HRM P933 Advanced Specialist Course in HRM
BMGT P954 Management, Organisation & Careers	MIS P925 Managing eCommerce Strategy and Operations
BMGT P976 Advanced Management Topics	MIS P926 Management Science
BMGT P977 Advanced Specialist Topic in Management	MIS P934 Advanced Specialist Topic in MIS
BMGT P978 International Study Project	MIS P935 Global eCommerce in Hi-tech Growth Economies
BMGT P979 Entrepreneurship and Small Business Course	MKT P948 Advanced Specialist Topic in Marketing
BMGT P981 Advanced Specialist Course in Management	MKT P953 Advanced Specialist Course in Marketing
BMGT P991 Management Consulting Principles, Strategies & Systems	MKT P956 Business to Business Marketing
BMGT P992 Corporate Governance	MKT P957 Marketing Channels
BMGT P994 Business Planning & Project Management	
BMGT P996 Team Development in Organisations	
BMGTP980 Applied Research Project	

Programme Core Courses

ACC P913 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.

ACC P914 Financial Reporting

The role of accounting information. The balance sheet as a statement of financial position: Assets, liabilities and shareholders' funds. Income measurement, expense and revenue recognition. Cash flow statements. Corporate reports of limited liability companies – statutory requirements, professional pronouncements and international financial reporting standards. Reporting financial performance. Interpretation of financial statements. Introduction to group accounts.

BMGT P950 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.

BMGT P951 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.

BMGT P972 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.

BMGT P973 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.

BMGT P974 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.

BMGT P975 International Strategic Management

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.

ECON P334 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.

FIN P929 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.

FIN P934 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.

HRM P927 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.

MIS P924 Management Information Systems

This course deals with the broad issues in MIS that are important to the business manager, including conventional or established approaches, and the challenges of emerging technology. Objectives of the course are to enable students to understand the role of information systems in business, to determine how information systems strategy is formulated and aligned with business strategy, and to identify and deal with issues relating to the organisation and development of the information systems function, including information systems project management. The course is action-centred, and requires participants to be proactive, in conjunction with the instructors, in researching IS topics, developing perspectives on contentious issues, and presenting their views in a structured manner. Topics covered include the strategic use of information systems, networking for business, data and knowledge management, management support systems, information systems planning and development, the economics of information systems, and IS security and control.

MKT P943 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.

MKT P947 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.

<p><i>Programme Elective Courses</i></p>

ACC P915 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.

ACC P922 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.

ACC P923 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.

ACC P924 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.

ACC P925 Advanced Specialist Course in Accounting

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

BMGT P952 Business Research Methods

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.

BMGT P953 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.

BMGT P954 Management, Organisation & Careers

This course has three objectives. First, to encourage and equip participants to examine their career to date, to assess their 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 careers success.

BMGT P976 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.

BMGT P977 Advanced Specialist Topic in Management

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

BMGT P978 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.

BMGT P979 Entrepreneurship and Small Business Course

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.

BMGT P981 Advanced Specialist Course in Management

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

ECON P335 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.

FIN P935 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.

FIN P936 Advanced Specialist Topic in Finance

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

FIN P937 Advanced Specialist Course in Finance

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

HRM P931 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.

HRM P932 Advanced Specialist Topic in HRM

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

HRM P933 Advanced Specialist Course in HRM

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

MIS P925 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.

MIS P926 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.

MIS P934 Advanced Specialist Topic in MIS

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

MIS P935 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.

MKT P948 Advanced Specialist Topic in Marketing

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

MKT P953 Advanced Specialist Course 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
(COMXP0013)**

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 17.30 to 21.30. Students are also required to complete one block week course each semester based at The Michael Smurfit Graduate School of Business, UCD.

Programme Structure

Introductory Programme (Not for credit) Communication Skills, Group Dynamics, Case Study Analysis, Computer Applications, Stress Management			
Year 1 Subjects			
ACC P916	Managerial Accounting	FIN P930	Principles of Finance
ACC P917	Financial Reporting	HRM P928	Human Resource Management
BMGT P961	Organisational Behaviour	MIS P932	Management Information Systems
BMGT P962	Operations Management	MKT P944	Marketing Management
ECON P349	Business Economics		
Year 2 Subjects – Core Subjects			
BMGT P963	Leadership and the Management of Change	BMGT P966	International Strategic Management
BMGT P964	International Business	FIN P931	Corporate Finance
BMGT P965	Business Policy	MKT P945	International Marketing

Year 2 Electives – Three electives to be chosen from the following:	
ACC P918 European Business Law	ECON P336 Irish Economic Policy
ACC P919 Strategic Value Management	FIN P932 International Finance
ACC P920 Management Control Systems	FIN P933 Advanced Specialist Topic in Finance
ACC P921 International Accounting	FIN P938 Advanced Specialist Course in Finance
ACC P926 Advanced Specialist Course in Accounting	FIN P940 Mergers & Acquisitions
ACC P928 Taxation	HRM P929 Advanced Human Resource Management
BMGT P955 Team Development in Organisations	HRM P930 Advanced Specialist Topic in HRM
BMGT P956 Management, Organisations & Careers	HRM P934 Advanced Specialist Course in HRM
BMGT P967 Business Research Methods	MIS P927 Management Science
BMGT P968 Entrepreneurship and Small Business	MIS P928 Managing eCommerce Strategy & Operations
BMGT P969 Advanced Management Topics	MIS P929 Global eCommerce in Hi-Tech Growth Economies
BMGT P970 Advanced Specialist Topic in Management	MIS P933 Advanced Specialist Topic in MIS Trends
BMGT P982 Advanced Specialist Course in Management	MKT P946 Advanced Specialist Topic in Marketing
BMGT P993 International Study Project	MKT P954 Advanced Specialist Course in Marketing
BMGT P994 Business Planning & Project Management	MKT P957 Marketing Channels
BMGT P995 Corporate Governance	MKT P958 Business to Business Marketing
BMGT P996 Team Development in Organisations	
BMGT P997 Management Consulting Principles, Strategies & Systems	
BMGT P971 Applied Research Project	

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 and a third semester of eight weeks duration. 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. At the discretion of the department, it may also be awarded following the completion of 11 course units.

	<i>Marks</i>	<i>Credits</i>
Research Methods	100	6
7 Specialist Courses	700	37.8
Dissertation or 3 Additional Specialist Courses	<u>300</u>	<u>16.2</u>
Total	1,100	60

Note: A maximum of four 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 The Michael Smurfit Graduate School of Business, UCD 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.

Students with an honours business degree are eligible to be admitted into the CEMS Masters. In addition to meeting the MBS entry requirements, students must also be fluent in three languages (mother tongue and two other languages).

Specialist Areas

CEMS

The CEMS Masters is a one-year full time programme, however, students pursuing this option must spend the second semester at a partner university and complete the specified coursework and assignments. During their course of study, students will complete 8 specialist courses and a dissertation. Students are also required to complete an internship abroad*, to participate in skill seminars and engage in language development. The CEMS Masters programme is designed to build on students' studies in management, applying the acquired knowledge and analytical tools to real problems. Drawing on input from corporate partners and international faculty, the specialist courses offer students a unique opportunity to gain insight on management problems and strategies to be employed to resolve them. In addition to the award of the MBS, on the satisfactory completion of programme requirements students will be awarded the CEMS Masters in International Management.

Core courses: BMGT P740, BMGT P611, BMGT P612, BMGT P616 and FIN P616

* Second semester dates vary in some European universities, so students may complete their course work first and undertake their internship at a later date.

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 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 e-Commerce 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: MIS P631, MIS P607, MIS P610 and MIS P623

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 modelling. 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: FIN P643, FIN P607, FIN P611, FIN P617, FIN P618, FIN P634, FIN P662.

Core courses for Quantitative Finance: FIN P643, FIN P607, FIN P608, FIN P611, FIN P634, FIN P662, MATH P356 and at least one of the following: FIN P606, FIN P610, FIN P613.

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.

Core courses: HRM P623, HRM P604, HRM P605 and HRM P614

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: BMGT P705, BMGT P611, BMGT P612, BMGT P616 and FIN P616

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.

Dissertation or Work Placement

The MBS (Management Consultancy) may offer full-time students the opportunity of a period of work experience with a consulting firm for the period following completion of semester-two examinations up to 31 July of the year following registration. The output from this period of work will be a report on the learning experienced by the candidate, such as the experience gained in a particular consulting assignment or other related activity. This report is similar in nature to the dissertation, but emphasises the practical nature of the management consulting profession. This report must be submitted by 31 July in order to fulfil the requirements of the degree programme.

Core courses: BMGTP610, BMGTP706, BMGTP622-BMGTP624, BMGTP676 and BMGTP677

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 and BMGTP622-BMGTP624

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: MISP632, MISP604, MISP605, MISP606.

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: MKTP632, MKTP607 and MKTP609

Core courses for International Marketing: MKTP633, MKTP603, MKTP605, MKTP638 and MKTP604

Project Management

This Masters programme is designed to equip students to become effective contributors to successful projects in business and non-business organisations.

As projects are the incremental strategic steps by which organisations change and adapt to become more competitive in the modern world, the programme gives equal emphasis to the techniques of project management and the overall management of strategic change.

For the participant, the programme maintains a career focus to prepare the student for team-membership in complex project environments and further to develop as overall leaders of projects. Cases used in the course examine project management in different functional areas and in overall strategic projects, including international projects.

Core courses: BMGTP741, BMGTP654, BMGTP623, BMGTP742, BMGTP743, BMGTP744, BMGTP789 and BMGTP790

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: BMGTP708, BMGTP610; BMGTP629, BMGTP630, BMGTP631 and either BMGTP632 or BMGTP659.

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: BMGT P709, BMGT P780, BMGT P781, BMGT P782, BMGT P783 and BMGT P784

Tourism Management

Core courses: BMGT P710, BMGT P746, BMGT P747, BMGTP 748, BMGT P749, BMGT P610.

All students must follow the core course BMGT P710 Business Research Methods.

Staff in the specialist area of tourism and travel management provide four subjects in the following areas:

International Tourism, Access and Travel, Tourism Strategy and Management at International and National Planning Level, Tourism Strategy and Management at the Firm/Product Level.

In addition students must choose the required number of electives from the following subject areas:

MKT P612 Services Marketing, MKT P603 International Marketing Strategy, MKT P611 Advertising and Communications, BMGT P687 Tourism Marketing, BMGT P688 Information Technology and Multi-Media in Tourism, BMGT P638 Tourism Law or open subjects from a related specialist area.

The Dissertation

Students must complete the dissertation component of this programme, which accounts for one-third of the final marks for the Programme. Students are encouraged to identify an area of research interest early in the academic year which, with the help of an advisor, offers the student a unique opportunity to research an area of specialist tourism interest while developing analytical and writing skills.

Scope and Content of MBS Core and Specialist Courses

Programme Core Courses

All students must follow the Core Course, which consists of Business Research Methods. 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:

CEMS	–	BMGT P740
Electronic Commerce	–	MIS P631
Financial Services and Quantitative Finance	–	FIN P643
Human Resource Management	–	HRM P623
International Business	–	BMGT P705
Management Consultancy	–	BMGT P706
Management and Organisation Studies	–	BMGT P707
Management Information Systems	–	MIS P632
Marketing Management	–	MKT P632
International Marketing	–	MKT P633
Project Management	–	BMGT P741
Strategic Management and Planning	–	BMGT P708
Supply Chain Management	–	BMGT P709
Tourism Management	–	BMGT P710

Programme Specialist Courses

ACC P620 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.

ACC P638 Advanced Specialist Course in Accounting

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

ACC P639 Financial Statement Analysis

Financial statements are relevant to the decisions of many individuals/groups including investors, creditors, consultants, managers, auditors, directors, analysts, regulators and employees. Financial statement analysis is presented in this course as an integral part of the broader framework of business analysis. Four integral components of effective financial statement analysis are addressed, namely: business strategy analysis, accounting analysis, financial analysis and prospective analysis.

BMGT P608 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.

BMGT P610 Business Policy

Business Policy examines the challenges facing organisations as a whole in their quest for survival in competitive economic environments. It views the firm from the perspective of the senior management team, rather than from an individual functional perspective. Business Policy explores some of the key challenges that face senior management in creation and maintenance of corporate success, offering insights into conceptual models and tools that assist management in this task. This course thus seeks to provide students with both a series of concepts that have stood the test of time, and that have been subject to considerable research (such as the resource based view and agency theory) and also a series of newer concepts and analytic tools, which expose the student to the latest strategic thinking.

Three distinct educational approaches are employed in this course. Firstly, traditional lectures provide students with an overview of key concepts and analytic tools in corporate and business unit strategy formulation and implementation. This theoretic knowledge is reinforced by readings on each topic. Secondly, students are provided with the opportunity to apply these theoretic concepts and analytic tools in a series of case classes. In these classes students can develop their analytic skills at a practical level. Analytic skills are further developed via written case reporting assignments. Thirdly, students are provided with the opportunity to gain an appreciation for the method by which new strategy tools and concepts are developed and explored through a series of readings from leading strategy journals. A series of paper discussion classes provides students the opportunity to explore with a class leader and fellow students the implications of recent strategy research for managerial practice.

BMGT P611 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.

BMGT P612 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 co-operative 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.

BMGT P613 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.

BMGT P614 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.

BMGT P615 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.

BMGT P616 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.

BMGT P621 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.

BMGT P622 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.

BMGT P623 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.

BMGT P624 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.

BMGT P625 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.

BMGT P626 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.

BMGT P627 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.

BMGT P629 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; market space; 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.

BMGT P630 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

BMGT P631 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.

BMGT P632 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.

BMGT P633 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.

BMGT P634 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.

BMGT P638 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.

BMGT P653 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.

BMGT P654 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.

BMGT P657 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.

BMGT P659 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.

BMGT P676 Management Consulting Principles, Strategies and Systems

Management Consulting Principles, Strategies and Systems is designed to provide students with a knowledge base for careers in the industry, and is the first component in a two-part core programme. It studies the background to the evolution of the sector, the main management consultancy disciplines, the relationship between knowledge and skills consultancy, and the principles, procedures and practises used in the industry. A priority is given to study of the methodologies for planning and implementing management consultancy assignments, from the initial entry stage through implementation, for both public and private sector institutions and enterprises.

BMGT P677 Diagnostic Techniques in Consulting

Diagnostic Techniques in Consulting is designed to broaden and deepen the knowledge base of those students who are already familiar with the basic concepts of management consulting having completed BMGTP676 Management Consulting Principles, Strategies and Systems.

This course is designed to introduce the student to a selection of diagnostic techniques, their uses and their outputs. Its aim is to help the user determine how these tools enhance the problem solving and decision-making processes involved in typical management consulting assignments. Techniques examined include: organisational analysis, financial modelling, ERP, proposal writing, marketing analysis, business planning. In addition, this course aims to educate the student about the nature of the Knowledge Intensive Firm (KIF) which is the consulting firm.

A final element to this course is the completion, within a team environment, of a major consulting assignment for an external client. This assignment provides the student with the opportunity to experience first-hand a real consulting assignment from initial assignment brief to completion.

BMGT P687 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.

BMGT P688 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.

BMGT P721 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.

BMGT P731 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.

BMGT P734 Business Administration Project

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

BMGT P735 Contemporary Issues in Management

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

BMGT P742 Project Feasibility and Evaluation

Overall strategy and projects to implement strategy. Development programmes in organisations. The role of strategic leadership and organisational commitment.

Project deliverables as building blocks for strategy implementation. Concurrent organisation for business and change. Project initiation. Project selection models. Project feasibility determination. Criteria for feasibility testing. Financial evaluation of projects. Net present values and discounted cash flow. Impact on profitability. Impact on shareholder net worth. Decision analysis of projects under uncertainty. Decision trees and expected utility. Sensitivity analysis. Project evaluation for multiple attribute considerations.

BMGT P743 Project Planning and Control

Client requirements and project deliverables. Project activities and work phases. The work breakdown structure. Linear responsibility charts and assessment of skill requirements. The importance of project administration and documentation. Budgeting and cost estimation. Distinctions in accounting for commitments and expenditures. Scheduling resources. Network techniques. PERT and Critical Path analysis. Resource allocation within one project: resource levelling. Multi-project scheduling and resource allocation. Project control: three types of control. Designing a control system. Behavioural aspects of project control. Creativity and control. Project termination. Post-audit evaluation. Development of the outcome. Development of the project process. Continuous learning and the project process.

BMGT P789 Project Management Tools and Techniques

This course deals with the hands-on tools and techniques of project management that are required through the entire cycle of product design and execution. Accordingly, the course will have a strong applications emphasis while simultaneously having a well-developed theoretical foundation. Topics covered include risk management in projects; risk analysis techniques; risk reduction processes; the role of quality in project management; quality tools and techniques; design of quality systems; international quality standards; managing client expectation and satisfaction; purchasing and procurement; managing business-to-business relationships; legal issues in procurement; IT tools in project management; application software.

BMGT P790 Managing and Leading Project Teams

This course critically assesses the various approaches to the interface between project management and human resources. It provides a forum for discussing human resources 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 project management and human resource strategy.

Topics covered: managing teams; leadership; group dynamics; motivation; negotiation skills; conflict management; HRM function/line management interface; managing change; strategic staffing; performance management; reward mechanisms; human resource development; organisations culture and communications; evaluating the contribution of HRM to project effectiveness.

BMGT P744 Management of Client Relations

The nature of a client-project relationship. Aspects of contract law applied to projects. Rights and duties of parties. Specific performance in project deliverables.

Penalties for failure to meet specification on quality, time or cost. Client understanding of the project process. Client understanding of the work elements of the project. Distinguishing between tasks for the project team and tasks for client management and staff. Setting up the project control structure. Agreeing timetables for project review. Setting up monitoring and information systems. Establishing mechanisms for handling changes during the project. Criteria for measuring project success. Impact of change on the organisation. Depth and scale of change. Culture and politics of change. Strategies for managing change. Communication strategies. The leadership of change. Continuous learning and relationship building. Career aspects of relationship management.

BMGT P745 Asian Business Systems

This course addresses the evolution of business systems within Asia. Specific attention is directed at business systems in Japan, Korea, China and South-East Asia.

BMGT P746 Tourism Policy and Tourism Economics

The objective of this course is to review the elements of the macro economy at both a national and international level. International tourism is designed to explore tourism strategy at macro and micro economic level. Key areas which are developed within this module include the role of tourism in economic development at a national and international level; the structure of the tourism industry at international level and in Ireland; factors involved in driving tourism growth; needs of capital investors, utilisation of tax provisions, project feasibility and appraisal using cost-benefit analysis, the overall value chain; supply chain analysis at a micro level; development of high quality and value added tourism; future trends and developments.

BMGT P747 Tourism Strategy and Management at International and National Planning Level

In this course, the role of tourism as an engine for national 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 a supply and demand perspective. The module encompasses a mix of formal lectures, guest speakers, student case study presentations in which students will be exposed to tourism policy and planning issues at global/international, national, regional and local level. The development of national, regional and local planning strategies will be examined, key issues in the area of rural development and rural tourism, changing visitor behaviour patterns and the emergence of urban tourism and a number of case studies examining the implementation of tourism policy will be investigated. An understanding of tourism policy is central to the effective management and marketing of the industry. It is of particular significance to management in order to relate how tourism policy impacts on management decision-making within tourism enterprises.

This course is complemented with a compulsory fieldtrip (2 day weekend) midway through semester one which serves to illustrate in practice many of the theoretical issues discussed in class.

BMGT P748 Management of Transport Operations

This course is designed to cover the key elements of travel management including: the relationship between transport and tourism; the importance of access internationally and nationally; structure and modes within the transport industry; transport policy development at national and supra-national level; investment decisions in the transport sector; generic competitive strategies in transport; impact of transport deregulation; impact of information technology and disintermediation and construction of future scenarios. A series of case study analyses are used as illustrative examples. Students will also complete a practical project, based on a one day fieldtrip, on a key aspect of the course.

BMGT P749 Tourism Strategy and Management at the Firm/Product Level

This module is designed to examine the working of the tourism firm from the perspective of strategic product development, operations management, financial and human resource management. Case studies will be drawn from the tourism, hospitality, travel and activity/cultural arena. Topics include product development strategy, the categorisation of tourism resources and facilities; sustainable management, total quality management in tourism activities, business planning in the tourism sector, organisational structures, trend analysis, investment appraisal techniques, the management of HRM policies and practices – strategic staffing, performance management, human resource development and organisational culture.

BMGT P756 Advanced Specialist Course in Management

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

BMGT P780 Supply Chain Management

This course is designed to assess the current thinking in logistics and supply chain management. This course is essential for those interested in the supply chain area, but is also helpful for those students who want to broaden their knowledge of this rapidly developing management field. This course will cover strategic management issues such as supplier assessment and management, logistics strategy, global supply chains, strategic purchasing, relationship management, and supply chain management in the service sector as well as more general topics such as e-Business, environmental concerns, and future trends in the supply chain field.

The aims of this course are to enable students to acquire an in-depth knowledge of the logistics and supply chain fields; encourage students to think strategically and critically about supply chain management; acquire creative thinking skills including critical analysis of theory and integrating differing streams of knowledge; form a strategic focus and the ability to apply concepts at an operational level; and promote class discussion, group work and personal development.

BMGT P781 Enterprise Resource Planning

The objective of this course is to provide students with an understanding of enterprise resource planning (ERP). ERP attempts to integrate all departments and functions across an organisation onto a single information system that can serve the particular needs of those different departments. This has considerable implications for the management of supply chains. Students will learn how the principles of integration within an organisation can be applied to the supply chain to benefit all parties involved. Sample topics covered include: business engineering and enterprise optimisation; value chain thinking; components of an ERP system; implementation

issues; moving beyond ERP; and, ERP and the World Wide Web. There will also be a review of the main ERP systems available to organisations.

BMGT P782 Operations Strategy

Operations Strategy is the total pattern of decisions, which shape the long-term capabilities of an organisation (manufacturing and service) and their contribution to overall strategy. Not surprisingly, the largest single subject area in the management consultancy market worldwide is that of operations/process management. The following are just some of the operations strategy decisions facing an organisation: How should it satisfy the requirements of its customers? What capabilities should it develop? How specialised should its activities become? Should it sacrifice some of its objectives in order to excel at others? How much capacity should it plan for? Where should it locate its resources? How should it develop relationships with other organisations? What type of technology should it invest in? How should it organise the development of new products and services? How should its resources and processes be improved and developed over time? What are the theoretical frameworks, which underpin operations strategy? Students taking this course will be expected to reflect on the implications of these decisions for management and contribute to discussion on emerging issues in operations strategy.

BMGT P783 Management of Technology and Innovation

This course will provide students with an understanding of the strategic management of technology and innovation at the level of the firm. Technology permeates all aspects of organisational activity, and changes in technology arising from innovation present significant challenges to management in the pursuit of competitive advantage. This course examines key aspects of technology management and innovation such as: patterns of technological development; dynamics of network technologies; organisational innovative capabilities; management of intellectual property; inter-organisational alliances; and leadership of innovation and change. The implications of these and other topics are considered in terms of how they impact upon organisational processes and the competitive dynamics between organisations.

This course will be particularly beneficial to those studying the broader field of supply chain management where technology is a key facilitator of effective supply chain management and where the design and management of supply chains is largely driven by the nature of the technologies carried through the supply chain.

BMGT P784 Quality Management

In the past decade the importance of quality, both in manufacturing and service industries, has become firmly established. This course will emphasise the strategic importance of quality management as a competitive weapon for public and private organisations in the manufacturing and services sectors. It will familiarise participants with the key cutting-edge concepts and practices of quality management. It will also examine current trends in the application of quality management and illustrate and critique their application in private- and public-sector organisations. A sample of topics covered include: approaches and philosophies in quality management; managing quality in product and process design; frameworks for managing quality; and process management and continuous improvement.

BMGT P785 Sustainable Tourism

This subject will examine the sustainability issues surrounding tourism from a number of aspects including economic, resource and environmental impacts. The course will examine the principle

concepts and theories of sustainability and apply these to tourism development strategies on a regional, national and international basis.

Topics: Tourism and the environment, tourism impact assessment, developing sustainable tourism, the greening of tourism: ecotourism, people and tourism, policy and sustainable tourism development, planning and managing the sustainable tourism product.

BMGT P786 Strategic Issues in International Tourism

This subject will examine the key strategic issues for the internationalisation of the tourist product.

Topics: Emerging international markets, key tourist generating markets, the international tourist experience, globalisation and international tourism, tourism co-operation between nations, strategic management of international tourism, the role of tourism professionals in the internationalisation of tourism.

BMGT P787 Contemporary Tourism Issues

This project based course will involve students doing a placement in a tourist related organisation. The project will require students to complete analyses of the organisation, the industry and the environment to address key contemporary strategic challenges for the organisation.

BMGT P788 Managing Media Relations

This course deals with all aspects of managing media relations from a business point of view. The perspective will be that of the Chief Executive and other senior managers who must constantly communicate with the media to inform them of developments in the company and to address issues. Topics covered will include relations in the areas of financial reporting, acquisition, management team changes, company restructuring, new product launches, new market entry and dealing with crisis management situations.

FIN P603 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.

FIN P604 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.

FIN P605 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.

FIN P606 Fixed Income Securities

This is a course in fixed income securities and interest-rate derivative securities. The primary focus of the course is on arbitrage and equilibrium models of the stochastic behaviour of the term structure of interest rates, and applying current theoretical models to price interest-rate derivative securities as well as to manage the risk of fixed income portfolios. Topics include the various types of yields; duration; short-rate models and multifactor models.

FIN P607 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.

FIN P608 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.

FIN P610 Applied Portfolio Management

The student will acquire an understanding of the processes by which the theoretical and conceptual frameworks of modern finance theory can be applied in the context of the management of investment portfolios. While primarily concerned with equity and fixed income portfolios the course also examines alternative asset classes and compares passive and active portfolio management techniques. This course is project based.

FIN P611 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.

FIN P612 Financial Engineering/Treasury Management

This is a course in the methods and instruments used to measure and manage financial risk, especially as it relates to the risk in foreign currency; commodities and interest-rate markets. Topics include exotic options and complex derivative strategies; structured deals and collateralised mortgage obligations.

FIN P613 Introduction to Numerical Methods in Finance

This primarily project-based course is an introduction to various numerical methods used for pricing assets and computing optimal portfolios. The techniques include lattice methods; finite difference methods and Monte Carlo simulation. Besides the computational techniques themselves, the course covers programming languages such as MATLAB, C and C++.

FIN P614 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.

FIN P615 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.

FIN P616 International Financial Management

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 financing within the context of different currencies, changing exchange rates and the barriers to capital flows will be discussed. Topics covered include: international capital markets; foreign exchange markets; arbitrage & parity conditions; exchange rate forecasting; government intervention; target zones; currency crises; foreign exchange rate exposure and hedging; currency derivatives; financial structure and cost of capital; international capital budgeting.

FIN P617 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.

FIN P618 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.

FIN P619 Advanced Financial Theory

This course concentrates on issues related to rational expectations equilibrium, especially under asymmetric information. Topics include no-trade theorems; bubbles; market microstructure; herding behaviour; information cascades; market crashes and bank runs.

FIN P663 Stochastic Calculus and Optimal Control in Finance

Topics include stochastic processes; martingales; the Ito integral and Ito's lemma; stochastic differential equations; optimal control and dynamic programming. The mathematical theory is applied to problems in asset pricing and dynamic portfolio optimization.

FIN P625 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.

FIN P633 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.

FIN P634 Capital Markets

Financial institutions and architecture, organisation and structure of capital markets, primary and secondary markets, portfolio theory and asset pricing, efficient markets hypothesis, asset price behaviour, equity markets, foreign exchange markets, derivative markets, fixed income markets, money markets, empirical modelling of markets, microstructure.

FIN P635 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.

FIN P650 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.

FIN P651 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.

FIN P652 Finance Project

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

FIN P653 Contemporary Issues in Finance

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

FIN P658 Advanced Specialist Course in Finance

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

FIN P662 Time Series Econometrics

This course aims to provide a comprehensive coverage of state of the art econometric techniques used in modelling financial and economic data. Topics covered include time series models such as vector autoregressive (VAR) models, cointegration and error correction models (ECM), ARCH and GARCH models, and finally regime switching models, including Markov switching (MS) and threshold autoregressive (TAR) models.

FIN P664 Student Research Seminar

This is a course conducted with faculty supervision. Each student is required to do a literature review of two or three topics of personal interest, to give presentations of his or her findings to the class and to submit a written literature review of each topic. The exact structure will depend on the number of students in the course.

HRM P604 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.

HRM P605 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.

HRM P606 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.

HRM P607 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.

HRM P608 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.

HRM P609 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.

HRM P610 European 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.

HRM P612 Managing Diversity & 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.

HRM P614 Advanced Irish Industrial Relations and Human Resource Management

This course will examine a series of major issues and developments in contemporary Irish industrial relations and human resource management in theoretical and comparative context. The issues and developments covered include: multinationals and human resource practices, trade union growth and decline, workplace partnership, social partnership, debates surrounding the individualisation of employment relations, developments in public sector HRM internationally and in Ireland, trends in employees' work priorities and attitudes, and long-run trends in the Irish employment relations system.

HRM P632 Advanced Specialist Course in HRM

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

**HRM P635 Human Resource Management Project 1:
Research Critique**

**HRM P636 Human Resource Management Project 2:
Contemporary Issues in HRM**

MIS P604 Management Information Systems Framework

This course deals with the main theoretical frameworks underlying management information systems. The role of MIS is examined together with the basic structures and components of information systems. Various perspectives on the management of information systems are also dealt with, with particular emphasis on deriving value from investments in information technology.

MIS P605 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.

MIS P606 Information Requirements and Databases

The effectiveness of corporate information systems is dependent on the design of appropriate structures to store corporate data and information. It is essential to have in place systems to support the effective management and strategic use of corporate databases. This course deals with the theoretical foundation of database development, starting with conceptual data modelling. Logical and physical design issues are also covered, and students are required to

complete a significant project in a relational database environment. Current trends and likely future developments in the area of database management systems are also addressed.

MIS P607 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.

MIS P608 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.

MIS P609 Information Economics

This course deals with the economics of information, with particular references to the implications of the network economy. Issues covered include differentiation of products and prices, intellectual property rights management, information based lock-in, information standards and alliances, and information policy.

MIS P610 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.

MIS P623 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.

MIS P624 Information, IT and Organisation

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.

MIS P625 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.

MIS P638 Management Information Systems Project

This is a project based course. It deals largely with change management issues that companies face in the transition from conventional IS environments to the e-Business environment. All the main functional areas in the business are evaluated in terms of this challenge and the main output required from participating students is an integrated business plan for a successful transition.

MIS P639 Contemporary Issues in Management Information Systems

This course deals with emerging areas in the management and planning of MIS.

MIS P648 Information Systems Development and Project Management

This course deals specifically with the issues involved in the planning, development and implementation of management information systems. The role of user management and end-users receives particular attention. The different methodologies for System Development and Project Management are described and compared. Risk Analysis in the context of IS Project Management is an important topic. This is a project based course.

MIS P653 Strategic Information Management for Competitive Advantage

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.

MKT P603 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.

MKT P604 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.

MKT P605 Business to Business Marketing

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.

MKT P607 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.

MKT P608 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.

MKT P609 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.

MKT P611 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.

MKT P612 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.

MKT P613 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.

MKT P615 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.

MKT P626 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.

MKT P627 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.

MKT P628 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.

MKT P634 Marketing Project

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

MKT P635 Contemporary Issues in Marketing

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

MKT P638 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.

MKT P641 Advanced Specialist Course 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)
(COMRF0051) (COMRP0022)

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 one complete academic year of full-time studies or two academic years of part-time study.

To fulfil the conditions for the Degree, 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) (COMXF0006)

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: +353-1-716 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 six specialisms – Finance, Marketing, Human Resource Management, Information Technology, Project Management and 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			
BMGT P946	Organisational Behaviour	BMGT P947	Organisational Behaviour
BMGT P948	Strategic Management and Business Policy	BMGT P949	Strategic Management and Business Policy
FIN P919	Corporate Financial Management	FIN P920	Corporate Financial Management
MKT P933	Marketing Management	MKT P934	Marketing Management
Hong Kong		Singapore	
Finance Specialist Courses			
FIN P921	International Finance	FIN P925	International Finance
FIN P922	Treasury Management	FIN P926	Treasury Management
FINP923	Investment Management	FINP927	Investment Management
FINP924	Strategic Financial Planning	FINP928	Strategic Financial Planning
Marketing Specialist Courses			
MKT P935	Advertising and Communications	MKT P939	Advertising and Communications
MKTP936	International Business-to-Business Marketing	MKTP940	International Business-to-Business Marketing
MKT P937	Marketing Research	MKT P941	Marketing Research
MKT P938	International Marketing Strategy	MKT P942	International Marketing Strategy
Human Resource Management Specialist Courses			
HRM P918	Labour Management Relations	HRM P922	Labour management Relations
HRM P919	Training and Development	HRM P923	Training and Development
HRMP920	Managing the Negotiation Process in Industrial Relations	HRMP924	Managing the Negotiation Process in Industrial Relations
HRM P921	International HRM	HRM P925	International HRM
Information Technology Specialist courses			
MIS P916	Database Information and Resource Management	MIS P920	Database Information and Resource Management
MISP917	Decision Support and Expert Systems	MISP921	Decision Support and Expert Systems
MISP918	Electronic Commerce on the Internet	MISP922	Electronic Commerce on the Internet
MIS P919	Strategic Information Management for Competitive Advantage	MIS P923	Strategic Information Management for Competitive Advantage
Project Management Specialist Courses			
BMGT P957	Project Feasibility and Evaluation	BMGT P959	Project Feasibility and Evaluation
BMGT P958	Project Planning and Control	BMGT P960	Project Planning and Control
BMGT P998	Project Management Tools and Techniques	BMGT P999	Project Management Tools and Techniques
BMGT P1000	Managing and Leading Project Teams	BMGT P1001	Managing and Leading Project Teams
Management Specialist Courses			
BMGT P983	International Business Management	BMGT P984	International Business Management
BMGT P985	Strategic Information Management for Competitive Advantage	BMGT P986	Strategic Information Management for Competitive Advantage
BMGT P987	Managing Change	BMGT 988	Managing Change
BMGT P989	Management of Entrepreneurial and Small Business Organisations	BMGT P990	Management of Entrepreneurial and Small Business Organisations

Core Courses

BMGT P946/947 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; universal 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.

BMGT P948/949 Strategic Management and Business Policy

The purpose of this course is to give all students, irrespective of functional specialisation, an overall business perspective. 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 (1) to provide an appreciation of the concepts of corporate and business-level strategies and inter-functional coordination; (2) to develop skills in the application of a range of diagnostic and analytical techniques useful to the process of strategy formulation. Topics covered are: 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.

FIN P919/920 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.

MKT P933/934 Marketing Management

This course focuses on that part of the strategy-making process which is implemented primarily through the marketing function. Topics dealt with include the formation of marketing strategy, market segmentation, the selection of product markets and the management of product portfolios. The course is based on seminars and case studies 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.

Finance Specialist Courses

FIN P921/925 International Finance

This course provides an overview of foreign exchange products in the context of managing international exposures followed by techniques to evaluate different types of exposures and approaches to their management.

FIN P922/926 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.

FIN P923/927 Investment 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.

FIN P924/928 Strategic Financial Planning

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.

Marketing Specialist Courses

MKT P935/939 Advertising and Communications

This course provides an in-depth review of the theory and practice in marketing communication, embracing advertising, sales promotion and public relations. Topics covered are: 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.

MKT P936/940 International Business-to-Business Marketing

This course explores business-to-business marketing issues in an international context. The course focuses on how the firm establishes and develops positions in relation to other firms through long-lasting business relationships. Throughout the course, the traditional explanations of marketing in a business-to-business context are challenged and a new perspective is offered for analysis. Topics covered are: the network perspective to international marketing; the management of innovation between firms.

MKT P937/941 Marketing Research

The objectives of this course are 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.

MKT P938/942 International Marketing Strategy

This course examines the strategic issues arising in the management of the firm's international marketing operations. Topics include: 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; how the company enters international markets; developing the international marketing programme for consumer products, industrial products and services, and implementing and controlling the international marketing programme.

Human Resource Management Specialist Courses

HRM P918/922 Labour Management Relations

This course critically assesses the various approaches to HRM. 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 HR function's role in organisational change. Topics covered: links between strategic management and HRM; HRM function/line management interface; role of the HR function as an agent of change; management of key HRM policies and practices – strategic staffing, performance management, reward mechanisms, HRD, organisational culture and communications; evaluating the contribution of HRM to organisational effectiveness.

HRM P919/923 Training and Development

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

Topics include: HRD in the national/international context; achieving strategic, business-led HRD; the 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.

HRM P920/924 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.

HRM P921/925 International Human Resource Management

This course provides an examination of the human resource management policies of multinational corporations (MNCs). 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 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 international 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 include: the management of international managers; managing HR 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.

Information Technology Specialist Courses

MIS P916/920 Database Information and Resource Management

This is a project-based course 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.

MIS P917/921 Decision Support and Expert 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.

MIS P918/922 Electronic Commerce on the Internet

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 e-commerce on different industry sectors. 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, collaborate with people in other countries, to establish boilerplate web pages, to design for accessibility and maintenance, and so on.

MIS P919/923 Strategic Information Management for Competitive Advantage

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.

Project Management Specialist Courses
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BMGT P957/959 Project Feasibility and Evaluation

Overall strategy and projects to implement strategy. Development programmes in organisations. The role of strategic leadership and organisational commitment. Project deliverables as building blocks for strategy implementation. Concurrent organisation for business and change. Project initiation. Project selection models. Project feasibility determination. Criteria for feasibility testing. Financial evaluation of projects. Net present values and discounted cash flow. Impact on profitability. Impact on shareholder net worth. Decision analysis of projects under uncertainty. Decision trees and expected utility. Sensitivity analysis. Project evaluation for multiple attribute considerations.

BMGT P958/960 Project Planning and Control

Client requirements and project deliverables. Project activities and work phases. The work breakdown structure. Linear responsibility charts and assessment of skill requirements. The importance of project administration and documentation. Budgeting and cost estimation. Distinctions in accounting for commitments and expenditures. Scheduling resources. Network techniques. PERT and Critical Path analysis. Resource allocation within one project: resource levelling. Multi-project scheduling and resource allocation. Project control: three types of control. Designing a control system. Behavioural aspects of project control. Creativity and control. Project termination. Post-audit evaluation. Development of the outcome. Development of the project process. Continuous learning and the project process.

BMGT P998/999 Project Management Tools and Techniques

This course deals with the hands-on tools and techniques of project management that are required through the entire cycle of product design and execution. Accordingly, the course will

have a strong applications emphasis while simultaneously having a well-developed theoretical foundation. Topics covered include risk management in projects; risk analysis techniques; risk reduction processes; the role of quality in project management; quality tools and techniques; design of quality systems; international quality standards; managing client expectation and satisfaction; purchasing and procurement; managing business-to-business relationships; legal issues in procurement; IT tools in project management; application software.

BMGT P1000/1001 Managing and Leading Project Teams

This course critically assesses the various approaches to the interface between project management and human resources. It provides a forum for discussing human resources 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 project management and human resource strategy.

Topics covered: managing teams; leadership; group dynamics; motivation; negotiation skills; conflict management; HRM function/line management interface; managing change; strategic staffing; performance management; reward mechanisms; human resource development; organisations culture and communications; evaluating the contribution of HRM to project effectiveness.

Management Specialist Courses

BMGT P983/984 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 and research and development for the international firm.

BMGT P985/986 Strategic Information Management for Competitive Advantage

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 information systems. The role of information systems in the global competitive environment will be of central interest.

BMGT P987/988 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.

BMGT P989/990 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 other courses on the MSc degree could be applied in either a new or adolescent firm.

**Degree of Master of Science (Management Practice)
(MSc)
(COMRP0020)**

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)
(COMXF0021) (COMXF0037)**

(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

- MKT P912 Strategic Marketing
- MKT P913 Marketing Research
- MKT P949 Managing Marketing
- MKT P950 Contemporary Marketing Strategy

Additional Components

- MKT P915 Applied Marketing Projects
- MKT P951 Professional Development
- MKT P952 Minor Dissertation

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

MKT P912 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.

MKT P913 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.

MKT P949 Managing Marketing

This course seeks to develop the skills and competencies required to successfully implement marketing policy. Intellectual resources will be drawn from the integration of a diverse range of management disciplines. The course will invite students to consider issues such as the role of the marketing manager, the position of marketing in the organisation and the challenges of effective strategy implementation.

MKT P950 Contemporary Marketing Strategy

This course examines issues of emerging concern to marketing practitioners and academics. Normally the course will consist of three to four modules, each dealing in significant academic and practical detail with forces likely to shape the future practice of marketing. These may include topics such as technological advance, cultural change or new techniques in market measurement and forecasting.

MKT P915 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.

MKT P951 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.

MKT P952 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 February. 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 usual standard of entry to the MSc (Marketing Practice) programme is the achievement of an honours standard in a primary business degree or equivalent, with marketing as a subject.

Candidates with honours degrees in non-business disciplines may be accepted subject to the demonstration of an aptitude for marketing at interview. The Faculty of Commerce may, in exceptional circumstances, admit candidates who hold a pass degree.

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 Manager, MSc (Marketing Practice) Programme, University College Dublin, The Michael Smurfit Graduate School of Business, UCD, Blackrock, Co. Dublin.

**Degree of Master of Science
(Quantitative Finance) (MSc)
COMXF0048**

Programme Objectives

The MSc in Quantitative Finance is a two-year full-time programme with roughly equal portions of finance and computational methods. The programme seeks to attract analytically talented students from quantitative backgrounds who wish to pursue careers in finance while still exercising their exceptional mathematical skills. The curriculum is designed to give students the knowledge and skills necessary to be producers as well as informed consumers of innovative financial technology used for pricing and managing portfolios of equity, fixed income, and derivative securities. Likely career options include funds management, corporate treasury management, and financial engineering. Besides equipping students with the practical skills expected of entry-level quantitative analysts, the curriculum provides a sufficiently advanced and comprehensive foundation in finance, economics, econometrics, mathematics, and computational methods to stay abreast of advances in quantitative finance after they complete the programme. Because the programme must bring candidates from non-finance backgrounds up to the level generally expected of someone with a master's degree in finance, and integrate roughly the equivalent of a master's programme in applied mathematics into a financial context, a two-year full-time structure is necessary. However this affords the opportunity for a summer internship with a financial firm, which is considered a critical component of the entire training process.

Programme Structure

The programme comprises four semesters, two in the first year and two in the second year. In each of the first three semesters the students must take five courses each semester. In the fourth semester the students take three courses and complete a major project. Each course entails two to three hours per week of class time for the duration of a semester. Except for courses designated as project-based courses, examinations are set for each course at the end of the semester in which the course is taught. Each course counts for 100 marks, and the major project counts for 200 marks, for a total of 2000 marks required for the degree. Students are expected to complete all requirements by the end of the fourth semester.

Students take fourteen core courses and four electives. The core courses are the following:

<i>FIN P665</i>	<i>Business Research Methods (Financial Econometrics) or</i>
<i>STAT P491</i>	<i>Applied Probability and Statistics</i>
<i>FIN P667</i>	<i>Time Series Econometrics</i>
<i>FIN P668</i>	<i>Capital Markets</i>
<i>FIN P669</i>	<i>Financial Theory</i>
<i>FIN P670</i>	<i>Derivative Securities</i>
<i>FIN P671</i>	<i>Fixed Income Securities</i>
<i>MATH P356</i>	<i>Quantitative Methods</i>
<i>FIN P673</i>	<i>Stochastic Calculus and Optimal Control in Finance</i>
<i>FIN P674</i>	<i>Introduction to Numerical Methods in Finance</i>
<i>FIN P675</i>	<i>Corporate Financial Management</i>
<i>FIN P676</i>	<i>Advanced Financial Theory</i>
<i>FIN P677</i>	<i>Financial Asset Valuation</i>
<i>FIN P678</i>	<i>Applied Portfolio Management</i>
<i>FIN P679</i>	<i>Student Research Seminar</i>

The four electives are taken from the following list:

<i>ACC P640</i>	<i>Financial Statement Analysis</i>
<i>MAPH P319</i>	<i>Simulation Modelling and Analysis</i>
<i>MIS P613</i>	<i>Software and Numerical Applications</i>
<i>FIN P683</i>	<i>Financial Engineering and Treasury Management</i>
<i>FIN P684</i>	<i>International Financial Management</i>
<i>FIN P685</i>	<i>International Monetary Economics and Policy</i>
<i>FIN P686</i>	<i>Real Estate Investment and Economics</i>
<i>FIN P687</i>	<i>Strategic Finance</i>
<i>FIN P688</i>	<i>Advanced Specialist Course in Finance</i>

Entry Standards

Applicants are expected to have at least a Second Class Honours degree, from an approved university or third level institution, in a field with a strong quantitative content. This includes areas such as finance, economics, mathematics, statistics, actuarial science, computer science, physics, and engineering. Applicants are also expected to achieve an acceptable score on the GMAT (Graduate Management Admissions Test) or the GRE (Graduate Record Examination). Details about these standardized tests and application forms can be obtained from the Programme Office of the Michael Smurfit Graduate School of Business. Besides prior academic preparation and the standardized test result, work experience is counted in the admissions process, especially if it is in the finance field or involves a significant computational experience. For some applicants a minimum acceptable score on the Test of English as a Foreign Language (TOEFL) may be required. A personal interview may be requested of an applicant if a clear decision cannot be made based on the other criteria.

Course Descriptions

FIN P665 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.

STAT P491 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 distribution; 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.

FIN P667 Time Series Econometrics

This course aims to provide a comprehensive coverage of state of the art econometric techniques used in modelling financial and economic data. Topics covered include time series models such as vector autoregressive (VAR) models, co-integration and error correction models (ECM), ARCH and GARCH models, and finally regime switching models, including Markov switching (MS) and threshold autoregressive (TAR) models.

FIN P668 Capital Markets

Financial institutions and architecture, organisation and structure of capital markets, primary and secondary markets, portfolio theory and asset pricing, efficient markets hypothesis, asset price behaviour, equity markets, foreign exchange markets, derivative markets, fixed income markets, money markets, empirical modelling of markets, microstructure.

FIN P669 Financial Theory

Topics include expected utility theory, measures of risk and risk aversion, stochastic dominance, prudence, mean-variance analysis, factor models, arbitrage pricing theory, state-preference theory, fundamental theorem of arbitrage, intertemporal equilibrium and strategic asset allocation.

FIN P670 Derivative Securities

This course examines the pricing of options, futures, and related derivative securities, with applications to investment portfolios, corporate securities, and real options. Topics include arbitrage bounds for option pricing, optimal early exercise, hedging strategies and risk management.

FIN P671 Fixed Income Securities

This is a course in fixed income securities and interest-rate derivative securities. The primary focus of the course is on arbitrage and equilibrium models of the stochastic behaviour of the term structure of interest rates, and applying current theoretical models to price interest-rate derivative securities as well as to manage the risk of fixed income portfolios. Topics include the various types of yields, duration, short-rate models, and multifactor models.

MATH P356 Quantitative Methods

The objective of this course is to provide a foundation in the mathematical techniques used in quantitative business applications in finance and management science. Linear algebra; logic and set theory, including methods of proof and induction; basic calculus; partial derivatives; Taylor's theorem in several variables. Optimisation methods; Lagrange multipliers and methods of steepest descent; metric spaces and contraction mapping theorems – fixed points. Differential equations, especially the heat equation. Finite difference methods – solution of PDE with mesh. Gauss-Seidel and successive over-relaxation (SOR) iterative methods.

FIN P673 Stochastic Calculus and Optimal Control in Finance

Topics include stochastic processes, martingales, the Ito integral and Ito's lemma, stochastic differential equations, optimal control and dynamic programming. The mathematical theory is applied to problems in asset pricing and dynamic portfolio optimisation.

FIN P674 Introduction to Numerical Methods in Finance

This primarily project-based course is an introduction to various numerical methods used for pricing assets and computing optimal portfolios. The techniques include lattice methods, finite difference methods, and Monte Carlo simulation. Besides the computational techniques themselves, the course covers programming languages such as MATLAB, C, and C++.

FIN P675 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.

FIN P676 Advanced Financial Theory

This course concentrates on issues related to rational expectations equilibrium, especially under asymmetric information. Topics include no-trade theorems, bubbles, market microstructure, herding behaviour, informational cascades, market crashes, and bank runs.

FIN P677 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.

FIN P678 Applied Portfolio Management

The student will acquire an understanding of the processes by which the theoretical and conceptual frameworks of modern finance theory can be applied in the context of the management of investment portfolios. While primarily concerned with equity and fixed income portfolios the course also examines alternative asset classes and compares passive and active portfolio management techniques. The course is project based and uses computing skills extensively. Topics covered include: portfolio estimation techniques; estimation error; ex-ante and ex-post performance; factor models; portfolio performance evaluation; applied asset allocation; fixed income portfolio management; asset-liability management; alternative asset classes; risk management.

FIN P679 Student Research Seminar

This is a course conducted by the students with faculty supervision. Each student is required to do a literature review of two or three topics of personal interest, to give presentations of his or her findings to the class, and to submit a written literature review of each topic. The exact structure will depend on the number of students in the course.

ACC P640 Financial Statement Analysis

Financial statements are relevant to the decisions of many individual and groups, including investors, creditors, consultants, managers, auditors, directors, analysts, regulators, and employees. Financial statement analysis is presented in this course as an integral part of the broader framework of business analysis. Four integral components of effective financial statement analysis are addressed, namely: business strategy analysis, accounting analysis, financial analysis, and prospective analysis.

MAPH P319 Simulation Modelling and Analysis

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

Monte Carlo estimation of solutions; pseudo-random number generators; Monte Carlo sampling; sampling errors and variance reduction; event-based simulation; general structure and operation; states, events, attributes and sets; statistics and the collection. Statistical analysis of simulator output. Comparison of alternative system configurations. Experimental design, sensitivity analysis and optimisation. Comparison of process-based and event-based simulation.

Selected applications of simulation modelling will be drawn from some of the following: queuing 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.

MIS P613 Software and Numerical Applications

The objective of this course is to introduce the fundamentals of good practice in building software for numerical computation.

It covers the following topics: machine number representation; machine arithmetic and error; introduction to data structures. Object oriented programming and its use in numerical

applications. Implementation of steepest descent and fixed point algorithms. Sparse matrix representation and implementation of matrix operations; scaling for numerical stability.

FIN P683 Financial Engineering/Treasury Management

This is a course in the methods and instruments used to measure and manage financial risk, especially as relates to the risk in foreign currency, commodities, and interest-rate markets. Topics include exotic options and complex derivative strategies, structured deals, and collateralised mortgage obligations.

FIN P684 International Financial Management

The focus of this 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 financing within the context of different currencies, changing exchange rates and the barriers to capital flows will be discussed. Topics covered include: international capital markets; foreign exchange markets, arbitrage and parity conditions; exchange rate forecasting; government intervention; target zones; currency crises; foreign exchange rate exposure and hedging; currency derivatives; financial structure and cost of capital; international capital budgeting.

FIN P685 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.

FIN P686 Real Estate Investment and Economics

This course examines the key issues that arise in the management of real estate portfolios and investments, and attempts to clearly highlight the links between conventional portfolio theory and the realities of real estate investment. The course examines investment in both the direct and indirect real estate markets. Topics covered include: conventional and contemporary appraisal techniques; property development appraisal; equity and debt financing; hedging interest rate exposure; performance analysis; application of portfolio theory to real estate; real estate portfolio management; international real estate investment; real estate securities; securitisation; property and real estate futures; primary and secondary mortgage markets.

FIN P687 Strategic Finance

This course examines the interaction of corporate financial decision-making and product market behaviour. The course is grounded in corporate financial theory, industrial organization 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.

FIN P688 Advanced Specialist Course in Finance

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

**Degree of Master of Science
(Technology Management) (MSc)
(IFMXP00012)**

Course Description

The MSc in Technology Management is a collaboration between the Faculties of Commerce and of Engineering & Architecture. It 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. The current delivery mode starts in September, with classes on Friday afternoon and Saturday morning. It is designed to be completed in two years, five subjects from the following list in each half year, with a major project in the second year. (An alternative additional mode may be initiated, with classes on three days per month with electronic learning support between classes.) The degree must be completed within four years of first registering. The subjects offered will be selected from the following list:

Courses of Study:

ACC P621 Management Accounting
BMGT P640 Organisation and Innovation I
BMGT P641 Business Strategy
BMGT P642 Organisation and Innovation II
BMGT P643 Marketing New Products
BMGT P644 Technology Strategy
BMGT P645 Operations Strategy
BMGT P646 Intellectual Asset Management
BMGT P647 Development Productivity and Portfolio Management
BMGT P648 Development Project Management
BMGT P649 Technology Policy
BMGT P651 New Business Development
BMGT P652 Project Seminar

<i>BMGT P738</i>	<i>Managing Technological Innovation</i>
<i>BMGT P739</i>	<i>Organisational Change</i>
<i>ECON P200</i>	<i>Business Economics</i>
<i>FIN P623</i>	<i>Finance</i>
<i>MEEN P001</i>	<i>Product Design and Development</i>
<i>MEEN P002</i>	<i>Manufacturing Systems Design</i>
<i>MEEN P003</i>	<i>Emerging Technologies</i>
<i>MEEN P004</i>	<i>Quantitative Methods for Management</i>
<i>MIS P622</i>	<i>Management Information Systems</i>
<i>MIS P642</i>	<i>eBusiness and Organisational Transformation</i>
<i>MIS P643</i>	<i>Management Support Systems</i>
<i>MIS P655</i>	<i>Issues in Technology Management.</i>

Year 2:

BMGT P652 Major Project

Examinations:

Examinations are held in December and May, and the subjects examined are those covered in the previous half year. Candidates are required to submit a report on a project, undertaken during 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 Board of Studies, 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 normally 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 Board of Studies. Suitably qualified candidates who reach honours standard in the Higher Diploma in Technology Management may petition the Board of Studies to be admitted to the M.Sc. (Technology Management) degree, with exemption on a subject-by-subject basis.

Application Procedure

Applications for admission should be made to the Programme Director, MSc (Technology Management). Applications should be received not later than July 25, for admission in September.

Course Syllabus

For details of the course syllabus, please refer to the Faculty Booklet for Postgraduate and Interdisciplinary Studies.

**Degree of Master of Management Science (MMangtSc)
(COMXF0022) (COMXP0001)**

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 core subjects for the Master of Management Science include:

MAPH P319	Simulation Modelling and Analysis
MATH P356	Quantitative Methods
MIS P612	Applied Management Science
MIS P613	Software and Numerical Applications
MIS P614	Decision Science and Systems Analysis
MIS P617	Networks and Algorithms
MIS P618	Decision Support Systems
STAT P491	Applied Probability and Statistics

The academic year is composed of two semesters of lectures of twelve weeks duration followed by a dissertation. Students must attend four courses in the first semester and must obtain an overall average pass in examinations at the end of the semester. Those who fail to achieve this standard must withdraw from the programme.

Students must attend four courses in the second semester, which runs from January to May. Students must sit an examination at the end of the second semester in each of these subjects and obtain a combined average pass mark over both the first and second semester examinations. Students who fail to attain this standard must withdraw from the programme.

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

From June to August, each student will be expected to carry 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 the end of August. As part of this examination, the student will be required to give an oral defence.

A combined average pass mark over the First and Second semester examinations and the dissertation 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

MAPH P319 Simulation Modelling and Analysis

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

Monte Carlo estimation of solutions: pseudo-random number generation; Monte Carlo sampling; sampling errors and variance reduction; event based simulation: general structure and operation; states, events, attributes and sets; statistics and their collection. Statistical analysis of simulator output. Comparison of alternative system configurations. Experimental design, sensitivity analysis and optimisation. Comparison of process based and event based simulation.

Selected applications of simulation modelling will be drawn from some of the following: queuing 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.

MATH P356 Quantitative Methods

The objective of this course is to provide a foundation in the mathematical techniques used in quantitative business applications in finance and Management Science. Linear algebra; logic and set theory, including methods of proof and induction; basic calculus: partial derivatives; Taylor's theorem in several variables. Optimisation methods; Lagrange multipliers and methods of steepest descent; metric spaces and contraction mapping theorems – fixed points. Differential equations, especially heat equation. Finite difference methods – solution of PDE with mesh. Gauss-Seidel and successive over-relaxation (SOR) iterative methods.

MIS P612 Applied Management Science

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 a variety of practical problems using linear programming and network based models. 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; sensitivity analysis; computer packages; integer linear model applications; goal programming; data envelopment analysis; network flow algorithms; vehicle routing and scheduling; queuing problems.

MIS P613 Software and Numerical Applications

The objective of this course is to introduce the fundamentals of good practice in building software for numerical computations.

It covers the following topics: machine number representation; machine arithmetic and error; introduction to data structures. Object oriented programming and its use in numerical

applications. Implementation of steepest descent and fixed point algorithms. Sparse matrix representation and implementation of matrix operations; scaling for numerical stability.

This course will feature a number of programming assignments.

MIS P614 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.

MIS P617 Networks and Algorithms

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 and to introduce algorithms and data structures, particularly those used in solving 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; trees and their data structures; application of trees to searching; application of trees to minimum cost flow and transportation problems; depth and breadth first searching; spanning trees; shortest paths and the travelling salesman problem; analysis and implementation of algorithms.

This course will feature a number of programming assignments.

MIS P618 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 DSS systems; artificial intelligence; expert systems; incorporating artificial intelligence in a DSS. Students will be required to construct a decision support system or an expert system.

STAT P491 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.

Degree of Doctor of Philosophy (PhD)
(CODRF0052)

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. 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.

Programme Structure

ACC P802	Principles of Accounting
BMGT P802	Business Research Methods
BMGT P803	Management of Organisations
BMGT P804	Production & Operations Management
BMGT P805	Strategic Management
BMGT P806	Business Research Project
ECON P802	Business Economics
FIN P802	Principles of Finance
HRM P802	Human Resource Management
MIS P802	Information Technology
MKT P802	Marketing Management

**Higher Diploma in Business Studies (HDBS)
(COHDF0001)**

***(including the Higher Diploma in Business Studies –
Information Technology)
(HDBSIT) (COHDP0001)***

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. 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 May.

The programme comprises core and elective elements. The core element of the HDBS Programme 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. Students may choose to undertake a major project in place of an elective choice.

The core element of the HDBS (Information Technology) Programme consists of four subjects in Semester 1 and three subjects in Semester 2. The elective element comprises a choice of two subjects in Semester 1 from which one is chosen, and a range of subjects in Semester 2 from which two are chosen.

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.

The closing date for all applicants is the middle of July in any one-year. Where appropriate, the results of an English language test recognised by University College Dublin should also be submitted.

Programme Courses

Core Subjects HDBS

ACC P508 Accountancy
BMGT P508 Management of Organisations
ECON P307 European Economic Environment
FIN P502 Business Finance
HRM P501 Human Resource Management
MIS P501 Business Information Technology
MKT P502 Marketing

Elective Subjects HDBS

BMGT P511 International Business
BMGT P512 Organisational Behaviour
BMGT P513 Operations Management
BMGT P521 Major Project: DBS
BMGT P527 Enterprise Development in Ireland
FIN P503 Banking
HRM P507 Industrial Relations
MKT P505 International Marketing

Core Subjects HDBS(IT)

BMGT P508 Management of Organisations
MIS P501 Business Information Technology
MIS P502 Software Applications
MIS P503 Networking & Internet Applications
MIS P504 Advanced Software Applications
MIS P505 Database & Information Systems Development
MIS P 507 Major Project: DBS (IT)

Elective Subjects HDBS (IT)

ACC P508 Accountancy

BMGT P511 International Business

BMGT P512 Organisational Behaviour

BMGT P513 Operations Management

BMGT P527 Enterprise Development in Ireland

ECON P307 European Economic Environment

FIN P502 Business Finance

FIN P503 Banking

HRM P507 Industrial Relations

MKT P502 Marketing

MKT P505 International Marketing

Higher Diploma in Economic Science (HDipEconSc) (COHDF0003)

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:

- ECON P301 Macroeconomics*
- ECON P302 Microeconomics*
- ECON P323 National Economics*
- ECON P324 International Economics*
- ECON P325 Econometrics*
- ECON P326 Monetary Economics*
- ECON P327 Economic History*
- ECON P328 Quantitative Methods*
- ECON P329 Environmental Economics*
- ECON P330 Political Economy of the Public Sector*
- ECON P331 Development Economics*
- ECON P332 Industrialisation*
- ECON P333 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 (COHDF0007)

The Higher Diploma in Entrepreneurial Studies is designed for non-business graduates who aspire to starting their own business; hope to work in the small entrepreneurial business sector, or wish to work in support agencies and policy development. It combines an academic and an applied approach to the study of entrepreneurship.

Programme Structure

The programme runs through the full academic year, starting in September and finishing in late May. 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 May.

The programme comprises core and elective elements. The core element of the HDES Programme consists of five subjects in Semester 1 and five subjects in Semester 2, two of which are project-based. The elective element, which takes place in Semester 2, offers students a choice of subjects from which one is chosen.

Programme Courses

Core Subjects HDES

- ACC P501 Accountancy*
BMGT P501 Industry Analysis & Idea Generation
BMGT P502 Planning the New Venture Start-up
BMGT P503 Management of Organisations
BMGT P504 Managing Small & Medium Sized Enterprises
BMGT P505 Enterprise Development in Ireland
BMGT P522 Company Project: Project
BMGT P523 Business Plan Project: Project
FIN P501 Business Finance
MKT P501 Marketing Management

Elective Subjects HDES

BMGT P524 Operations Management

BMGT P525 International Business

BMGT P526 Organisational Behaviour

ECON P347 European Economic Environment

FIN P504 Banking

HRM P508 Industrial Relations

MKT P506 International Marketing

Entry Standards

The normal minimum standard for entry into the HDES 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.

The closing date for all applicants is the middle of July in any one-year. Where appropriate, the results of an English language test recognised by University College Dublin should also be submitted.

**Higher Diploma in Technology Management
(HDipTechMangt)
(IFHDP0014)**

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.

Entry Requirements

The normal entry requirements are a degree or diploma deemed appropriate by the Board of Studies, and a minimum of five years' relevant experience in a business/industrial organisation. The Board of Studies may relax these requirements in exceptional cases.

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, UCD, Blackrock, Co. Dublin. The closing date for admission in September is July 25.

Course Structure and Examination Requirements

The course is on a part-time basis over two semesters, commencing in September (Autumn Semester) and January (Spring Semester). There is a total of 10 courses, four of which are core and six 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. The Board of Studies may specify prerequisite qualifications for entry into particular options. Five courses will be completed in each semester.

Examinations:

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

Core Subjects:

ACC P621 Management Accounting
BMGT P640 Organisation and Innovation I
BMGT P641 Business Strategy
BMGT P643 Marketing New Products

Optional Subjects:

BMGT P516 Technology Planning and
Commercialisation
BMGT P518 Development Process Management
BMGT P519 Quality Assurance
BMGT P520 Engineering Economic Analysis
BMGT P739 Organisational Change
BMGT P645 Operations Strategy
BMGT P642 Organisation and Innovation II
BMGT P644 Technology Strategy
ECON P200 Business Economics
FIN P623 Finance
MEEN P004 Quantitative Methods for
Management
MIS P622 Management Information Systems