



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

**Commerce  
(Undergraduate Courses)**

*Session 2003/2004*

### **Note**

This booklet contains information relating to undergraduate courses in the Faculty of Commerce. Information on postgraduate courses leading to degrees and diplomas in the Faculty of Commerce is contained in a separate booklet.

The Faculty of Commerce communicates to students by e-mail through a student's College e-mail address. All students have an obligation to regularly check their College e-mail accounts and are bound by notices and information served thereof. Communication is also validly served by letter(s) to a student's registered postal address.

## Contents

<i>Degrees in Commerce – Extract from Statute of the University</i> .....	5
<b>Degree of Bachelor of Commerce</b> .....	<b>6</b>
Regulations .....	6
<i>Syllabus of Courses for the Degree of Bachelor of Commerce</i> .....	<i>11</i>
<b>Degree of Bachelor of Commerce (International)</b> .....	<b>26</b>
Regulations .....	26
<i>Syllabus of Courses</i> .....	<i>31</i>
<i>Language Syllabi</i> :.....	<i>47</i>
<b>Degree of Bachelor of Commerce in the “Centro De Estudios Superiores Universitarios De Galicia” (Cesuga)</b> .....	<b>57</b>
Regulations .....	57
<i>Syllabus of Courses</i> .....	<i>60</i>
<b>Degree of Bachelor of Actuarial and Financial Studies</b> .....	<b>72</b>
Regulations .....	72
<i>Bachelor of Actuarial and Financial Studies Format</i> .....	<i>75</i>
<b>Degree of Bachelor of Business Studies (Industrial Relations/Human Resources) through Distance Learning</b> .....	<b>80</b>
Regulations .....	81
Summary of Courses for the Diploma.....	82
<b>Degree of Bachelor of Business Studies (Management) through Distance Learning</b> .....	<b>87</b>
Regulations .....	88
Summary of Courses for the Diploma.....	88
Summary of Courses for the Bachelor of Business Studies (Management)	89
Description of Courses for the Bachelor of Business Studies (Management) .....	90
<b>Degree of Bachelor of Business Studies (Management) through Distance Learning (Hong Kong and Singapore)</b> .....	<b>95</b>
Regulations .....	95
Summary of Courses for the Diploma.....	96
Summary of Courses for the Bachelor of Business Studies (Management) (Hong Kong and Singapore) .....	96
Description of Courses for the Bachelor of Business Studies (Management) .....	98

<b>Certificate in Financial Services .....</b>	<b>102</b>
<b>Diploma in Financial Services.....</b>	<b>103</b>
<b>Degree of Bachelor of Financial Services .....</b>	<b>104</b>
Regulations .....	104
Summary of Courses for the Degree of Bachelor of Financial Services...	106
<b>Degree of Bachelor of Business and Legal Studies (BBLs).....</b>	<b>108</b>
Regulations .....	108
Degree of Bachelor of Business & Legal Studies (European).....	111
Summary of Courses.....	113
<i>Syllabus of Courses</i> .....	<i>118</i>
<b>Degree of Bachelor of Science (Economics and Finance).....</b>	<b>138</b>
Regulations .....	138
<i>Syllabus of Courses</i> .....	<i>142</i>
<b>Degree of Bachelor of Science .....</b>	<b>147</b>
Regulations .....	147
<i>Summary of Courses</i> .....	<i>148</i>
<b>Diploma in International Business (DIB).....</b>	<b>157</b>

***Degrees in Commerce – Extract from Statute of the University***

The University may grant the following degrees to students who, under conditions laid down in the statutes and regulations, have completed approved courses of study, and have passed the prescribed examinations of the University and fulfilled all other prescribed conditions:

*In the Faculty of Commerce:*

Degree of Bachelor of Commerce (BComm)

Degree of Bachelor of Actuarial and Financial Studies (BAFS)

Degree of Bachelor of Business Studies (Industrial Relations/Human Resources) (BBS)

Degree of Bachelor of Business Studies (Management) through Distance Learning

Degree of Bachelor of Business Studies (Management) through Distance Learning (Hong Kong and Singapore)

Degree of Bachelor of Financial Services (BFS)

Degree of Bachelor of Science (BSc)

Degree of Bachelor of Science (Economics and Finance) (BSc)

Degree of Master of Accounting (MAcc)

Degree of Master of Commerce (MComm)

Degree of Master of Business Studies (MBS)

Degree of Master of Economic Science (MEconSc)

Degree of Master of Business Administration (MBA)

Degree of Master of Management Science (MMangtSc)

Degree of Master of Science (MSc)

Degree of Doctor of Philosophy (PhD)

Degree of Doctor of Economic Science (DEconSc)

*In the Faculty of Commerce/Faculty of Law:*

Degree of Bachelor of Business and Legal Studies (BBLs)

## Degree of Bachelor of Commerce

### *Regulations*

- 1 The Degree of Bachelor of Commerce is a primary degree in the Faculty of Commerce.
- 2 Approved courses of study must be attended for at least three academic years after matriculation.
- 3 Since October 1986, the degree has been offered in a unitised form and the terms used in this context are as follows:
  - (i) A unit is a set of approximately 24 hours of lectures for non-semesterised courses and 36 hours of lectures for semesterised courses.
  - (ii) A course is composed of one or more units. Each course will be followed by an examination.
  - (iii) Please note the following definition of terms:

*Course:* A series of lectures, associated course work (if any) and the examinations associated with the course.

*Course Work:* All essays, projects, mid-term examinations etc. that contribute towards the final mark for a course in addition to the final written examination paper.

*Examination Offering:* There are two examinations associated with each course: the first examination, termed the First Offering, held immediately after the course and the second examination, termed the Second Offering, held at a later date, normally at the end of the subsequent semester for semesterised courses and in Autumn for non-semesterised courses.

*Deferral of Examination:* Where the first examination offering associated with a course is not taken for *whatever reason*.
  - (iv) Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend, complete any assigned course work, pass the course examination and pay the associated fee.
  - (v) Credits will be given for each set of course units passed. Each level of the degree programme contains 60 credits (in accordance with European Union standards, namely the European Credit Transfer System: ECTS), which are assigned as follows:

---

**Commerce – Undergraduate**

---

				<i>Credits</i>	
<i>Level 1:</i>	ACC	1008	(2 units)	6.6	
	BMGT	1001	(2 units)	6.6	
	BMGT	1003	(2 units)	6.6	
	ACC	1004	(2 units)	6.6	
	ECON	1109	(1 unit)	2.4	
	ECON	1104	(2 units)	6.6	
	ECON	1108	(2 units)	6.6	
	MATH	1703	(2 units)	6.6	
	MIS	1001	(2 units)	6.6	
	MIS	1008	(1 unit)	2.4	
	BMGT	1006	(1 unit)	2.4	
	<b>Total:</b>				<b>60.0</b>
	<i>Level 2:</i>	ACC	2001	(1 unit)	7.5
ACC		2004	(1 unit)	7.5	
BMGT		2001	(1 unit)	7.5	
ECON		2280	(1 unit)	7.5	
FIN		2001	(1 unit)	7.5	
HRM		2001	(1 unit)	7.5	
MIS		2001	(1 unit)	7.5	
MKT		2001	(1 unit)	7.5	
<b>Total:</b>				<b>60.0</b>	
<i>Level 3:</i>	BMGT	3001	(1 unit)	6.0	
	BMGT	3004	(1 unit)	6.0	
	Area of Concentration		(8 units) (including electives)	48.0	
<b>Total:</b>				<b>60.0</b>	

*Please Note: the above courses are as prescribed for the academic year 2003/2004. Students should note that the courses listed for Levels 1, 2 and 3 for the academic year 2004/2005 and subsequent years may change, may be dropped or may be modified.*

- 4 The degree is composed of a number of courses which are given at three levels. Level 1 courses are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 courses are taken in the final stages of the degree programme. Courses in Level 2 and Level 3 are semesterised and examinations are held at the end of each course. Second offering examinations for first semester courses will be offered at the end of the second semester of the same year. The second offering examinations for the second semester examinations will take place at the end of the first semester of the following year. In the event that a course is changed or modified, then no additional repeat examinations for that course will be offered. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.

Students should note that it is likely that second offering examinations for second semester courses of the previous academic year will be held in the first week of January and in the first week of the second semester.

5 *Progress from Level 1 to Level 2*

- (i) Students who obtain a total of 60 credits on the combined results of the Summer and Autumn examinations of the Level 1 courses are eligible for unrestricted entry into Level 2 courses.
- (ii) Students who obtain less than 60 credits on the combined results of the Summer and Autumn examinations of the Level 1 courses may not progress to Level 2 without the permission of the Faculty of Commerce.
- (iii) Students who obtain less than 60 Level 1 credits within two years of entering the Bachelor of Commerce programme may not remain in the Faculty of Commerce.
- (iv) Students who obtain 20 or less credits in the combined results of the Summer and Autumn examinations of the first year may not remain in the Faculty of Commerce.

6 Please note: the Bachelor of Commerce programme is currently in the process of review and it is likely that substantial changes will take place in the programme of study in Level 1, Level 2 and Level 3 from the academic year 2004/2005 onwards. Students who fail to achieve 60 credits in Level 1 by the second examination offering of the academic year 2003/2004 may not be in a position to take Level 1 examinations based on 2003/2004 courses in subsequent years. The provisions of Rule 13 will then apply.

7 A student cannot be registered for any Level 3 course nor attempt any Level 3 examination while the student has one or more Level 1 examinations outstanding.

8 Honours may be awarded in each course and in the degree as a whole. The honours standard in each course will be in accordance with University regulations. For degree honours classification, a weight of 1/3 will be given to Level 2 examinations, and 2/3 to Level 3 examinations. For a repeated Level 2 course, the mark used for degree honours classification will be the result of the successfully repeated examination. For a repeated Level 3 course, the mark used for degree honours classification will be the result of the successfully repeated examination.

9 A student's application to choose a Level 3 Mode and his/her semester one elective(s) must be made at the end of the Level 2 academic year. The number of student places in courses is determined by the Faculty of Commerce and an application to register for a course does not guarantee entry into that course. The Mode and elective(s) choice is not open to change at any time. Where students have to indicate a list of preferences for courses, students are bound at all times into this list. Permission to be registered for a course and to attempt the examination at the end of any Level 3 course is contingent on the student satisfying the minimum attendance requirement of the course. Formal attendance at a course will be deemed to have commenced when Faculty records show that the student is enrolled for the course.

- 10 A Level 3 student must register for the exact number of electives as are prescribed in the Mode details. Only under the circumstances detailed in Rule 11 can a student register for an additional elective.
- 11 When a student fails to obtain credit for an elective, then the student can opt to either repeat the failed elective or choose another elective. In the event that a student opts to choose another elective, he/she must re-register for that elective, re-attend and pay the appropriate fee.
- 12 Within Level 3, each mode may offer up to one applied course in which a supervised project assignment will form the major component of the course. This project-based course within a mode can only be taken by students registered for that mode. All project-based courses will take place in the second semester.
  - (i) Assessment of a project-based course will be based on submitted project work together with an end of semester written examination. Up to 70% of the available marks may be allocated to the project component of the course.
  - (ii) To pass a project-based course, a student must achieve a minimum mark of 40% for each of the written examination and project components. Where a student achieves a mark of less than 40% in either component, the student must repeat the failed component.

For a repeated Level 3 project-based course, the mark used for degree honours classification will be the result of the successfully repeated examination.

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

Those students who do not obtain credits associated with a course by the second examination offering in their first cycle of registration for that course, may find that subsequent examination offerings, if any, may not be held at a time which is convenient and they may also find that these subsequent examination offerings may be timetabled at the very same time as other examination offerings which they may still need to take.

- 14 *Course Work*
  - (i) Where a mark is given for course work a pass mark will not be awarded for the course unless at least 35% is attained in the written examination in that course.
  - (ii) The course work mark shall only be counted for the first examination offering of any course. The second offering examination mark shall, therefore, be based entirely on the written second offering examination paper.
- 15 With reference to the degree weighting of 1/3 for Level 2 and 2/3 for Level 3, students who have received exemptions from Level 2 or Level 3 courses will have the quality of their degree determined, on a proportionate basis, by the grades they have received from

courses which have been taken at University College Dublin. Thus, grades from courses used for exemption purposes will not contribute to the quality of the degree.

- 16 To pass Year's Work (BMGT 1006), a student must achieve a minimum of 40% for each component of the course. Where a student achieves a mark of less than 40% in either component, the student must repeat the failed component. Assessment is based on class attendance, written submissions, oral presentations and practical examinations.
- 17 *Study Abroad*
- (i) At the discretion of the Faculty of Commerce, a limited number of Level 2 students may spend a semester from their Level 2, studying abroad at an approved university or business school. In certain circumstances this may be extended to a maximum of one academic year. These students will take equivalent courses to those in Commerce Level 2.
  - (ii) To progress to an approved university or business school, abroad, students must have achieved 60 credits in Level 1 and 30 credits from semester one of Level 2.
  - (iii) Students must pass their approved course of study at the counterpart university or business school. Where courses at the counterpart university or business school are not passed, students are required to sit and pass the repeat examination at the host institution. The Faculty of Commerce also reserve the right to require students who fail courses abroad, to sit and pass equivalent or nominated courses in UCD after the student has returned to UCD.

Quinn School of Business reserve the right to inform parents / guardians or other family members if there are concerns about the safety or well being of students while abroad on approved Quinn School of Business Student Exchanges. In addition, if requested, students must respond to requests to contact their co-ordinator(s) both in UCD and in the host institution. Students must provide a suitable phone number for this purpose and should also monitor their email on a regular basis.

**Syllabus of Courses for the Degree of Bachelor of Commerce**

**First Year (Level 1)**

*The courses of Level 1 are:*

ACC 1008	Financial Accounting 1	(2 units)
BMGT 1001	Management Principles and Business Environment	(2 units)
BMGT 1003	Organisational Behaviour	(2 units)
ACC 1004	Business Law	(2 units)
ECON 1109	Principles of Microeconomics	(1 unit)
ECON 1104	Principles of Macroeconomics	(2 units)
ECON 1108	Socio-Economic Institutions and Theory	(2 units)
MATH 1703	Mathematics	(2 units)
MIS 1001	Business Statistics	(2 units)
MIS 1008	Introduction to Computers and Information Systems	(1 unit)
BMGT 1006	Year's Work	(1 unit)

**Second Year (Level 2)**

*The courses of Level 2 are:*

ACC 2001	Management Accounting	(1 unit)
ACC 2004	Financial Accounting 2	(1 unit)
BMGT 2001	Business Logistics and Operations Management	(1 unit)
ECON 2280	Intermediate Microeconomics	(1 unit)
FIN 2001	Finance	(1 unit)
HRM 2001	Managing Employee Relations	(1 unit)
MKT 2001	Marketing	(1 unit)
MIS 2001	Database Systems Development & Information Management	(1 unit)

**Third Year (Level 3)**

*The courses of Level 3 are:*

BMGT 3001	Strategy Formulation and Implementation	(1 unit)
BMGT 3004	Ireland in Europe	(1 unit)

In addition to the above courses, each student will select one of the following modes:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Accounting</li><li>• Banking and Finance</li><li>• General Management</li><li>• International Business</li></ul> | <ul style="list-style-type: none"><li>• Management Information Systems</li><li>• Marketing</li><li>• Human Resource Management</li></ul> |
|--|--|

Mode core courses and a list of electives to a total of 8 units will be prescribed. The provision of a mode and electives will depend on demand and availability of resources.

Students may select electives from the range of courses offered. The availability of these electives may be constrained by timetable priorities.

<b>First Year (Level 1) Courses</b>
-------------------------------------

**ACC 1008 Financial Accounting 1 (2 units)**  
Introduction to the Context of Accounting; Elements of Financial Statements; The Balance Sheet; The Profit and Loss Account; Recording Transactions; Fixed Assets; Current Assets, Stock, Debtors; Liabilities and Sources of Capital; The Accounting Regulatory Framework; Cash Flow Statements; Financial Information Analysis.

**ACC 1004 Business Law (2 units)**  
Legal systems and concepts, law of contract and tort, company law, European law.

**BMGT 1001 Management Principles and Business Environment (2 units)**  
*(a) Management Principles and the Functions of Business*  
Competent management is critical to the success of a business. Management is a complex subject in that it has to deal with people at work as well as handling all of the constraints and difficulties of operating in a dynamic environment. This introductory course leads the student through the historical development of management theory. It examines the job of the manager, the planning, organising, staffing, directing and controlling roles played by every manager. Having outlined varying tasks, which go to make up the manager's job, the course then examines the various functional areas of business where these tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations. The course is taught by the lecture method supplemented by readings.

*(b) The Structure of Irish Business*  
The structure of output and employment in Irish business: Comparative structures of business in EU and other countries; analysis of the natural resource-based sectors, i.e. agribusiness, mining, oil and gas. Analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors in Ireland; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution; analysis of the service sector in Irish business and its potential for development; assessment of the support structures for business in Ireland.

**BMGT 1003 Organisational Behaviour (2 units)**  
*(a) Individual Behaviour*  
Theories of motivation and satisfaction and their relation to performance. Practical approaches to motivation. Human abilities and aptitudes – their assessment and acquisition. Cognitive processes – perception, problem solving and decision-making.

*(b) Group Behaviour*  
Group formation and development; group structure; leadership; group processes – communication, motivation, decision-making, influence, conflict management.

**BMGT 1006 Year's Work (Project Course) (1 Unit)**  
*(a) Course Assignments*  
In this component of Year's Work students are required to complete assignments relating to Level 1 courses. Through these assignments students will develop the following "generic competencies/transferable skills": group problem-solving and team-work competencies; oral and written presentation skills; and computer skills.

*(b) Computer Skills*

In this component of Year's Work students are required to utilise a computer based training package to teach themselves the following computer applications: Windows, Word, Excel and Power-point.

**ECON 1109 Principles of Microeconomics (1 unit)**

Elementary microeconomics: introduction to supply, demand and markets. Economic decision-making by households: Demand, labour supply, etc. The economics of the firm: production, costs, output under competitive and monopolistic conditions. Market failure and the role of government.

**ECON 1104 Principles of Macroeconomics (2 units)**

National income accounting. The basic income-expenditure model; principles of fiscal and monetary policy; exchange rates and balance of payments; economic growth – a brief introduction and overview.

**ECON 1108 Socio-Economic Institutions and Theory (2 units)**

The course will draw upon the disciplines of sociology and cultural anthropology to discuss the history of socio-economic institutions and the theories, which attempt to explain their evolution and functioning, starting with the Industrial Revolution. The course will discuss the changing nature of work, of technology, of organisations and of social structures in Indo-European and other cultures from a variety of perspectives, e.g., views of social organisations as inherently conflictual/ dominance mechanisms versus views as inherently collaborative or mixed forms. Coverage will include a historical perspective on the European Community, the motivation, beliefs and interest of its founders and the extent of consistency and change in their original vision.

**MATH 1703 Mathematics (2 units)**

*Mathematics:*

Finite Mathematics, Financial Mathematics, Matrices, Systems of linear equations, Determinants, Inverse matrices, Application of matrix theory.

*Calculus:*

Polynomial functions, Exponential and natural logarithm functions, Differentiation – product, quotient and chain rule, Maxima and minima, Single variable optimisation, Partial differentiation, Unconstrained bivariate optimisation – Lagrange multipliers, Indefinite and definite integrals, Integration techniques – integration by substitution and parts.

**MIS 1001 Business Statistics (2 units)**

Introduction to Probability and Statistics for Business.

Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution. Decision-making under uncertainty and Bayes' law. Sampling with and without replacement. Classical hypothesis testing with applications. Analysis of variance. Multivariate ordinary least squares model. R-squared, t-tests of regression coefficients, Durbin-Watson statistic, autocorrelation, heteroskedasticity. Time-series models and

forecasting models, including stochastic processes. Applications to quality control. (Optional) principal components and factor analysis.

**MIS 1008 Introduction to Computers and Information Systems (1 unit)**

In today's competitive and complex business environments, information systems (IS) and information technology (IT) are essential tools for business organisations. Consequently, computers and information systems have become an important part of our everyday work and social environments. As members of society, it is important to understand what computers and information systems are all about. As future business professionals, it is especially important to know how to use and apply these technologies. The objectives of this course are to provide students with basic knowledge about computers and information systems, and to help them develop the skills needed to use and take advantage of these technologies. The course is comprised of two hours of lectures plus two hours of practical "hands-on" tutorials per week. The topics covered include an overview of computer hardware, operating and applications software, word-processing, spreadsheet design, software development, an introduction to the role of information and information systems in business, and discussion of the social impacts of computing.

<p><b><i>Second Year (Level 2) Courses</i></b></p>
--

**ACC 2001 Management Accounting**

Overview of management accounting. Different costs for different purposes. Cost accumulation systems: job costing and activity-based costing. Information for decision making: cost behaviour; cost-volume-profit analysis; relevant costs, and decision making with scarce resources. Information for planning and control: the budget process; behavioural issues in budgeting; standard costing; flexible budgets; financial and non-financial measures of performance.

**ACC 2004 Financial Accounting 2**

The conceptual and legal framework of financial reporting; Reporting financial performance; Earnings per share; The valuation of stocks; The valuation of tangible fixed assets; Foreign currency translation; Provisions, contingent liabilities and contingent assets; Performance evaluation and company valuation; International accounting.

**BMGT 2001 Business Logistics and Operations Management**

This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design, customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

**ECON 2280 Intermediate Microeconomics**

The theory of consumer and company behaviour. These theoretical tools are used to show the implications for consumer and producer welfare of different market structures (competition, monopoly, oligopoly). The circumstances when a market economy will operate efficiently, and when it will fail to do so, and the economic role of government, are also discussed.

**FIN 2001 Finance**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**HRM 2001 Managing Employee Relations**

This series of lectures will introduce students to industrial relations and human resource management and will examine emerging trends in employee relations including globalisation, post-fordism and europeanisation.

**MIS 2001 Database Systems Development and Information Management**

Information is a critical resource for business organisations that, like other critical organisational resources, must be well managed. This course examines the business, organisational and technical issues of information management. At the technical level, the course focuses on the use of relational database management tools and techniques for supporting data management and information systems development. There is a substantial practical component to the course, involving the use of contemporary database management software and programming tools to develop database and information systems.

**MKT 2001 Marketing**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: how transactions are initiated, motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society; the scope of marketing in the organisation; analytical methods used in marketing analysis; understanding consumer, industrial and service markets; understanding and analysing competitors and informing marketing decisions.

<p><b><i>Third Year (Level 3) Programme Core, Mode Core and Elective Courses</i></b></p>
--

**ACC 3001 Financial Accounting 3**

Preparation of accounts from incomplete records, including capital statements; earnings per share including diluted earnings per share; long term contract work in progress; accounting for complex capital instruments; accounting for leases; accounting for intangible assets – research and development, brands and software; consolidated financial statements including associated companies; accounting for goodwill; translation of foreign currency financial statements.

**ACC 3004 Accounting Theory and Contemporary Issues**

Theoretical approaches and elements of accounting theory; agency theory and economic value of information; the concept of profit; efficient financial markets and the role of accounting information; performance measurement; accounting for environmental performance; design of a performance measurement system.

**ACC 3007 Cost Management**

The context and strategic role of cost management including the Value Chain and the Balanced Scorecard. Job Costing and Process Costing systems, overhead absorption, over/underapplication of overhead and its disposition. Stock valuation and Absorption versus Direct Costing. Cost allocation/apportionment: service departments and joint costing. Contemporary accounting systems: Activity Based Costing (ABC), Target Costing, Lifecycle Costing and Total Quality Management systems.

**ACC 3010 Advanced Management Accounting**

Decision making including strategic management accounting. Establishing costs relationships including the learning curve. Limiting factors and computer applications of linear programming and sensitivity analysis. Capital investment decisions. The concept of uncertainty/risk.

The structure and process of management control. Achieving financial control through budgets including contemporary responsibility accounting and behavioural dimensions of control. Variance calculation and reporting. The control structure including strategic business units (SBUs) and methods of performance evaluation. Transfer pricing.

**ACC 3013 Taxation**

The role of taxation in the economy; differing systems of taxation; definition of the tax base; income versus capital. Residence and domicile; sources of income; basis of assessment; computation of taxable income; reliefs and allowances. Capital Gains Tax: definitions; reliefs, allowances and exemptions. Capital Acquisitions Tax: gifts and inheritances; basis of assessment. Corporation Tax: taxable profits; close companies and distributions. Value Added Tax: taxable transactions; operation of the system.

**ACC 3017 Company Law**

Formation of partnerships; relations between partners; admission and retirement of partners; dissolution of partnership. Formation and incorporation of companies; memorandum of association and *ultra vires*; articles of association; share capital and securities; directors; meetings; minorities; auditors; liquidations and receiverships. Economic torts; conspiracy; intimidation; inducement of breach of contract; trade disputes; fraud and injurious falsehood; employers' liability; conflict of laws; retention of title clauses.

**ACC 3025 Professional Ethics and Responsibilities of Accountants**

This course aims to heighten awareness of risk exposure in areas of professional judgement, to increase understanding of situations giving rise to conflicts of interest and to develop competencies for dealing with ethical conflicts within the accounting profession. The course will focus on the ethics of accounting regulation and of creative accounting, the accountant as whistleblower, the role of professional codes of conduct, and approaches to ethical decision-making.

**BMGT 3001 Strategy Formulation and Implementation**

The concepts of general management and corporate strategy. Models for strategy formulation. Analysis of industries and competitors. Analysis of corporate resources and competitive advantage. Identification and evaluation of strategic alternatives including expansion, diversification and retrenchment. The implementation of strategy. The design of policies and procedures for strategy implementation. Review of current research on the work and behaviour of senior managers in Ireland and elsewhere. Implications of new techniques and practices generally for the management of business enterprises.

**BMGT 3004 Ireland in Europe**

This course will explore the development of the Irish economy and business in the context of the European Union. The restructuring of the economy following accession. The challenges and opportunities of integration and globalization. The interaction between domestic and foreign influences on business development. The emerging Irish model of development. The transformation of indigenous enterprise.

**BMGT 3011 Management of Services**

Categorisation of services; process perspective; facility planning and location decisions; management of service operations; managing customer service quality; current trends and strategic issues in service design and delivery.

**BMGT 3014 Supply Chain Management**

The Supply Chain Management course is designed for students wishing to gain an understanding of all those activities involved in moving products from the raw materials stage through to the end user. This includes sourcing, procurement and supplier management, operations and services management, and logistics and customer services management. It also includes the information management systems necessary to plan, monitor and improve all of the above activities. This course provides the student with a strong conceptual understanding of how successful supply chain management strategies can contribute to improved performance. The focus of the course is how to work with your supply chain partners to deliver quality, flexibility and dependability to the customer at an economic cost. There is also a strong emphasis on the role of the development of Enterprise Resource Planning (ERP) systems and the role of information technology in improving supply chain performance.

**BMGT 3023 Managing Business Ethics**

This course will cover methods of dealing with ethical issues in a constructive way in real business situations. As future managers, students will gain an awareness of contemporary ethical issues that often underlie general business actions and affect subsequent organisational performance. Some examples of topics examined: decision making, personal integrity, conflicts of interest, organisational effectiveness, acquisitions and restructuring, employee rights and relations, insider trading, advertising, product safety, business practices and control, doing business abroad.

**BMGT 3029 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances;

information and control systems for global business; political risk; multinationals in Ireland. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically planned economies; international finance; role of information technology; structure in international organisations.

**BMGT 3032 European Industry and Business Enterprise**

The EU competitiveness in the world economy; the impact of EMU on trade and industry; internal market-industrial progress and prospects; importance, progress and prospects of selected industrial sectors in the major nations of the EEA; the role of small and medium enterprise; industrial and competition policies; pattern of mergers and acquisitions; the impact of inward investment; high and low growth sectors; the evolution of state owned enterprise; developments in the former command economies of Europe.

**BMGT 3038 Public Administration, Public Finance and Government Framework**

Philosophical approaches to public administration; the civil service and state-sponsored bodies; local government; public finance; co-ordination, planning and control in central government. The Devlin Report and the civil service. The White Papers and Reports on Local Government Reform. The rise and decline of regionalism. Reform and restructuring the public service – the experience in Ireland and other OECD states. Privatisation. The citizen and the state: An examination of measures to improve citizen/administration relations in the developed state. Improving public financial management. Public policy development: the State and planning.

**BMGT 3052 Knowledge Management and Innovation**

This course explores the role of managing a firm's knowledge pool in the creation of competitive advantage. It is argued that in modern, knowledge based societies, possession of physical assets is rarely a source of sustainable competitive advantage. The course takes a strategic perspective of the management of organisational knowledge. The process of knowledge management is viewed as encompassing knowledge acquisition, assimilation, transformation and exploitation. During the course we explore each of these issues from multiple perspectives. We explore the tensions between individuals, teams, and firms. A central output of knowledge management is innovation. This may take the form of new products, services, delivery channels, organisational structures, or more efficient and effective organisational routines. In exploring the domain of knowledge management and innovation we will consider the differing contexts that are faced by small and large firms.

**BMGT 3055 Entrepreneurial Management**

This course will deal with the nature of entrepreneurship and its importance in an economy. It will examine the process of entrepreneurship and the stages through which entrepreneurs typically go in setting up a new business. These stages include awareness, idea generation, opportunity recognition, pre-planning and financing the business, launching the business, early stage development and the management of growth. The main focus of the course will be on independent entrepreneurship or on individuals starting their own business, but the course will also deal with entrepreneurship in established organisations as they go through processes of renewal and internal venturing. The course will include lectures, case studies, visiting speakers and a new venture project.

**BMGT 3058 Leadership and Change Management**

This course is concerned with exploring the central role of leadership within dynamic and rapidly changing organisations. It is designed to provide students with key insights into a range of practical skills involved in leading complex change. Specific topics covered on this course include the concept of leadership and the leadership process; Strategic leadership and strategic change; Open-systems theory; Learning and adaptation and the key role of leadership; Leadership and culture change; Diagnostic and planning skills; Leading successful implementation: communication, symbolism, politics and conflict management.

**BMGT 3061 Business Excellence**

The business excellence course is designed for students wishing to gain an insight into the range of quality management, continuous improvement and business excellence initiatives now used by leading edge organizations to achieve performance excellence. The course includes coverage of the development of business excellence, systems management, published standards in management systems, excellence in product and service design, the EFQM excellence model, lean manufacturing, business process re-engineering, six-sigma quality, and excellence in performance management. The course provides the student with a strong conceptual understanding of how successful business excellence strategies can contribute to improved business performance. The focus of the course is how to learn from excellent organizations by gaining an understanding of the improvement initiatives undertaken by these organizations and how they succeed in achieving excellence.

**BMGT 3064 Management of Innovation and Change**

This course aims to provide students with an understanding of the dynamics of innovation and how it can be managed so as to contribute to ongoing competitive advantage. Students will be exposed to: theories of technological change; inter- and intra-organizational alliances; national and international systems of innovation; global intellectual property management; and, the dynamics of network industries. The focus of the course will be on the challenges to organisations posed by the development and utilisation of technologies in an increasingly interconnected world. Consideration will be given to leading change that is fundamentally technologically driven.

**BMGT 3067 Asian Business**

This course is designed to provide students with insights on Asian organisational and management practices. Topics covered will include: Asian management styles; enterprise structures – family firm, chaebol, keiretsu etc, trading companies (soga shosha); economic systems and market transition; trading groups – APEC; ASEAN; political and cultural variations; tradition in business; guanxi; Chinese commonwealth; financial markets (bond, equity) and legal infrastructure.

**BMGT 3070 Globalisation**

This course addresses the major debates about the globalisation process. It includes perspectives from sociology, international law, economics and business. Among other things, the course focuses on the drivers of globalisation such as technology and examines the managerial challenges posed by this process.

**BMGT 3073 Cross-cultural Management**

Course topics will include: meaning of culture; fostering cultural fluency; cultural diversity – national, regional and organisational culture; culture and management practice; cultural models of strategy; gaining and maintaining cultural competitive advantage; managing the multicultural team; creating a global corporate culture.

**ECON 3180 Applied Econometrics I**

This course is an introduction to econometric techniques. The core section of the course relates to methods of estimating single equations using multiple regression.

**ECON 3181 Applied Econometrics II**

This course applies the techniques covered in ECON 3180 to test the predictions of models frequently used in economics and finance. Topics include applications of the CAPM, estimating consumer demand functions, and the relationship between advertising and sales. The course makes extensive use of UCD microcomputer facilities.

**ECON 3182 Industrial/Managerial Economics**

This course is concerned with the applications of economic principles and methodologies in the decision-making process within the firm or organisation. It seeks to establish rules and principles to facilitate the attainment of the desired economic goals of management.

**ECON 3183 Macroeconomics**

This course is a theoretical macroeconomics course. The focus is on open economy macro, covering fixed and flexible exchange rates. The topics for discussion include: the intertemporal budget constraint; labour markets; economic growth; money, money demand and monetary policy; aggregate demand and aggregate supply; fiscal policy and the theory of economic stabilisation.

**ECON 3184 International Monetary Economics**

This course will cover four main areas: (i) the balance of payments and the current account, (ii) exchange rate determination under floating rates, (iii) macroeconomic policy under fixed and floating rates, and (iv) the costs and benefits of exchange rate independence.

**ECON 3185 International Economics (Trade)**

This course examines theoretical and policy aspects of international trade. In particular, it is concerned with such issues as why trade takes place, the analysis of the benefits that accrue from trade and the welfare effects of protection and economic integration.

**ECON 3186 Public Sector Economics**

This course analyses the level and composition of public sector production, the efficiency of non-profit public sector firms and the growth of the public sector. In addition, it examines the financing of the public sector and the economic aspects of the organisation of government.

**ECON 3187 Applied Macroeconomics**

This course is an applied course which examines the performance of the economy and considers the major policy issues confronting the government. The course looks at fiscal, monetary, exchange rate, incomes, industrial, factor and product market policies. The factors affecting the performance of the economy in the long run and the short run are also considered.

**FIN 3001 Aspects of Financial Theory**

This course introduces students to the main emphases of modern financial theory with particular reference to capital market consumption and investment decisions; utility theory; portfolio optimisation, equilibrium financial assets, pricing models and the pricing of contingent claims.

**FIN 3006 Investment and Portfolio Management**

This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include: CAPM, APT and security market pricing, option pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 3011 Financial Institution Management**

The course deals with the management of financial institutions with special emphasis on the following: banking and financial institution theories, bank regulation, risk management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

**FIN 3015 Treasury Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**FIN 3019 Financial Management**

This is a case study course applying the techniques learned by students in FIN2001. Topics include financial analysis and planning, cost of capital, capital structure, project appraisal, working capital management and mergers and acquisitions.

**FIN 3023 International Financial Management**

As the international company becomes the norm rather than the exception, the need to internationalise the tools of financial analysis is apparent. The objective of this course is to provide a conceptual framework within which the key financial decisions of the multinational firm can be analysed.

**FIN 3028 Nature and Role of Insurance Markets**

Life and general classifications, compulsory and voluntary, mixed insurance markets, market characteristics (concentration levels, penetration), regulatory structures, market participants, economics of insurance.

**FIN 3031 Insurance Claims and Underwriting**

The underwriting cycle, ratio analysis, claims process, loss adjustment, loss assessment, premium determination, regulatory requirements for claims management.

**FIN 3034 Insurance Regulation**

Irish Insurance Law, Insurance Acts 1909-1994, supervisory bodies and powers, authorisation requirements, European law, the framework directives, investment intermediaries legislation.

**FIN 3037 Reinsurance**

Market participants, captive insurance, reinsurance, facultative and treaty. IFSC structure, taxation, reinsurance regulation in Ireland, EU reinsurance regulation, specific reinsurance issues (property, casualty, marine).

**FIN 3040 Pension Fund Management**

Types of pension funds, state benefits, contributions and benefits, law of pension funds, taxation of pension funds, AVCs, ageing population, Pay-As-You-Go, funded schemes.

**HRM 3001 Human Resource Management Techniques**

The course is primarily concerned with providing an examination of the specialist human resource functions within Irish organisations: human resource planning, recruitment and selection, job evaluation, performance appraisal, rewards, an understanding of issues such as health and safety, welfare and employment termination. All of the above will be assessed within the broader context of organisation change and development.

**HRM 3004 European Industrial Relations and HRM**

This course is designed to introduce students to current issues and developments in European industrial relations and human resource management. Students are first provided with an understanding of industrial relations systems in five European countries, namely Britain, France, Germany, Italy and Sweden. The second part of the course makes a comparative analysis of a number of key issues; the growth and decline of trade unions, the role of the state, employers' organisations, the impact of multinationals on countries' industrial relations systems and the move towards developing a 'Social Europe' within the EU. Attention will also be drawn to the implications of the European Work Council's Directive and a Working Time Directive.

**HRM 3007 Negotiation and Conflict Resolution**

This course focuses on the development of the student's analytical and judgmental skills as a foundation for sound negotiation practice. It aims to give students an understanding of the various processes which are typically at work when an industrial relations issue is under negotiation; it attempts to sensitise students to the different forces which can influence the behaviour of the parties; and it provides a comprehensive framework which allows evaluation at both the tactical and the strategic levels of analysis.

**HRM 3010 Human Resource Development**

How adults learn at work. Training and development within the organisation. The delivery of training and development. National policy and practice on management development. Topical issues. Future developments.

**HRM 3013 Managing Diversity and Gender Relations in Employment**

Topics covered will include: Labour market structures; women in the workplace; work and family dynamics; institutional initiatives to promote equality of opportunity; the law as a mechanism of change; the task of managing diversity in employment.

**MIS 3001 Information Systems Development and Implementation**

Information systems and information technology are essential resources for business organisations. This course begins by identifying the strategic and organisational roles of

information technology, and then proceeds to examine the processes of information systems development (requirements analysis, methodologies, tools and techniques) and information systems implementation (approaches, roles, responsibilities, risk and change management). Students will be required to complete a major project involving the analysis, specification and implementation plan for an information system that satisfies a business or organisational need.

**MIS 3004 Management of Information Systems**

This course addresses the following topics:

Managing application portfolio resources; managing client/server systems; developing and managing customer expectations; problem, change and recovery management; managing centralised and distributed operations; network management. A major segment of the course will address the area of information systems security and control, to include:

- physical and logical security;
- hardware and software controls;
- encryption techniques;
- audit and security for networks and telecommunication-based systems;
- legal and ethical issues.

**MIS 3007 Advanced Topics in Management Information Systems**

This course addresses in particular emerging issues in management information systems, be they related to hardware, software, telecommunications, application philosophies or combinations of these. In recent years, the MIS landscape has been changed by technologies such as groupware, client/server architectures, object-oriented techniques in data modelling and systems development, workflow automation, the Internet, Intranet and Electronic Commerce and other emerging technologies. A number of these topics, not necessarily all of those listed above, will be covered in the course in an attempt to identify their structural characteristics and their applicability in the world of business. The course will have a practical orientation.

**MIS 3010 Networking and Internet Applications**

This course considers the integration of networked information systems and telecommunications using current and emerging technologies.

It extends conventional information systems theory by introducing the concepts of client/server distributed operations and open communications standards. These technologies are discussed within and beyond the organisation.

Topics include current networking standards and practices, networking and telecommunications hardware, software and integration, network management, Intranet and Internet, Electronic Commerce design issues and applications. The main technologies discussed will be illustrated with relevant project work.

**MIS 3013 Decision Applications**

This management science course reflects the fact that decision making in the real world involves decision structures, individual value judgements, uncertainty, and non-linear relationships. Topics include: decision theory, evaluation of information; utility functions, conflicting objectives; multi-criteria decision analysis, trade-offs, relative importance; competitive decision making, games, Markov processes; queuing; inventory; simulation; curve

fitting; and Lagrangian optimisation. Live decision applications involve group-work, computer software, interviewing decision makers, and testing recent advances in research.

**MIS 3019 Computer Applications**

Computer systems; logic and architecture; problems, algorithms and programs; programming languages, compilers and interpreters; programming: control structures, data representation (structures), procedures, recursion; analysis of algorithms and programs.

**MIS 3022 Software Design**

Computer software plays an increasingly important role in all aspects of business. This course discusses the expectations that people have of software and introduces the techniques used to build and maintain high quality software. Topics on the course include: visual programming, structured programming concepts, object orientated programming, software reusability, automated programming tools, user interface design, program debugging and testing, documentation and maintenance.

Advanced techniques in visual programming are introduced. Students are required to undertake a number of practical assignments.

**MIS 3027 Mathematical Decision Support Systems**

The first part of this course focuses on the range of problems from both business and industry that can be formulated as mathematical models. A variety of solution procedures including: Simplex, Dual Simplex, Branch and Bound, Cutting Planes and the Balas Algorithm are introduced. A case study approach is used to examine real world problems, and these formulations are solved by computer packages.

The second part of the course introduces network models. Here a variety of problems are formulated and solved using network algorithms. The range of algorithms include: Network Tours, Shortest Path, Maximum Flow, Spanning Tree, the Minimum Cost Flow.

**MKT 3001 Consumer and Buyer Behaviour**

In the first part of this course, concern rests with consumer buying behaviour: what consumers buy, why they buy, when, where and how they buy. The course examines consumers as individuals, in their social and cultural setting, and in their decision-making processes. In the second part of the course, the buying behaviour of organisations, the network of relationships among buyers and sellers, partners and governments, how strategies are formed in industrial markets, and how the marketing mix for industrial products may be developed and implemented are examined.

**MKT 3004 Services Marketing**

This course examines the service economy, characteristics and classifications of services, theoretical models of service, measuring service quality, improving profitability with services marketing, services marketing mix, operations and human resource implications, relationship marketing, internal marketing.

**MKT 3007 International Marketing**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**MKT 3010 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, media advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

**MKT 3013 Marketing Research**

This course develops skills in questionnaire design, observation techniques, the use of focus groups, acquisition and evaluation of secondary data, analysis and statistical techniques and report writing and presentation of results.

**MKT 3016 Strategic Marketing Management**

The purpose of this course is to examine how companies adapt and respond to a continuously changing marketplace. The strategic role of marketing, market opportunity analysis, relationships between corporate, business-level and marketing strategies, strategic marketing planning, implementing and controlling strategic marketing programmes are the topics examined.

## Degree of Bachelor of Commerce (International)

### *Regulations*

- 1 The Degree of Bachelor of Commerce (International) is a degree of the Faculty of Commerce offered in association with the language and literature departments of the Faculty of Arts.
- 2 Approved courses of study must be attended for at least eight semesters after matriculation.
- 3 The degree is offered in a unitised form and the terms used in this context are:
  - (i) A unit is a set of approximately 24 hours of lectures for non-semesterised courses and 36 hours of lectures for semesterised courses.
  - (ii) A course is composed of one or more units. Each course will be followed by an examination.
  - (iii) Please note the following definition of terms in relation to business courses:

*Course:* A series of lectures, associated course work (if any) and the examinations associated with the course.

*Course Work:* All essays, projects, mid-term examinations etc. that contribute towards the final mark for a course in addition to the final written examination paper.

*Examination Offering:* There are two examinations associated with each course. The first examination, termed the First Offering, held immediately after the course and the second examination, termed the Second Offering, held at a later date, normally at the end of the subsequent semester for semesterised courses and Autumn for non-semesterised courses.

*Deferral of Examination:* Where the first examination offering associated with a course is not taken for *whatever reason*.
  - (iv) Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend, complete any assigned course work, pass the course examination and pay the associated fee.
  - (v) Credits will be given for each set of course units passed. Each level of the degree programme contains 60 credits (in accordance with European Union standards namely the European Credit Transfer System: ECTS), which are assigned as follows:

---

**Commerce – Undergraduate**

---

<b>Level 1</b>	<b>Credits</b>
ACC 1006	(3 units) 11.0
BMGT 1005	(2 units) 7.0
ECON 1115	(1 unit) 3.5
ECON 1116	(2 units) 7.0
MATH 1700	(2 units) 7.0
MIS 1007	(1 unit) 3.5
Language/Literature Courses	(6 units) <u>21.0</u>
	<u>60.0</u>
<b>Level 2</b>	<b>Credits</b>
BMGT 1004	(2 units) 7.5
ACC 2002	(1 unit) 6.0
FIN 2002	(1 unit) 6.0
HRM 2002	(1 unit) 6.0
or BMGT 2002	(1 unit) 6.0 }
MIS 2002	(1 unit) 6.0 }
MKT 2002	(1 unit) 6.0
Language/Literature Courses	(6 units) <u>22.5</u>
	<u>60.0</u>

*Year Abroad Business Subjects<sup>†</sup>* 60.0

Definition of ECTS: European Credit Transfer System 60 credits means a full year's work as defined by the host university.

All courses selected abroad must be notified to, and approved by, the Director of the BComm (International) programme.

<b>Level 4</b>	<b>Credits</b>
BMGT 3002 Strategy Formulation & Implementation	(1 unit) 6.0
Elective 1	(1 unit) 6.0
Elective 2	(1 unit) 6.0
Elective 3	(1 unit) 6.0
Elective 4	(1 unit) 6.0
Language/Literature Courses	(including options – 6 units) <u>30.0</u>
	<u>60.0</u>

*Please Note: the above courses are prescribed for the academic year 2003/2004. Students should note that the courses listed for Levels 1, 2 and 4 for the academic year 2004/2005 and subsequent years may change, may be dropped or may be modified.*

*Students wishing to pursue the MAcc course must take those courses as prescribed by the Department of Accounting.*

---

<sup>†</sup> Students of the Irish option will be required to obtain approximately 40 ECTS business subject credits and 20 ECTS Scottish Gaelic language and literature credits in the host university. Changes to this ratio of credits may be made by the Director of the Programme from time to time.

- 4 The degree comprises a number of courses which are given at four levels. Level 1 courses are offered at the commencement of the degree programme. These are followed by Level 2 courses. Courses taken at a counterpart university or business school abroad in the third year of study including courses in business, economics and statistics, are taken at a level as directed by the Faculty of Commerce. Level 4 courses are taken in the final year of the degree programme. Business Studies courses in Levels 2 (except BMGT 1004) and 4 are semesterised and examinations are held at the end of each course. Second offering examinations for first semester courses will be offered at the end of the second semester of the same year. The second offering examination for BMGT 1004 will be in Autumn of the same year. The second offering examinations for the second semester examinations will take place at the end of the first semester of the following year. Language and literature examinations in Level 4 will only be offered in the Summer examinations (May/June). Level 4 repeat examinations in language and literature will not be offered to BComm (International) students until the following Summer. The academic requirements of the degree will be satisfied when all the stipulated courses have been passed as prescribed by these regulations and the regulations of the University.

The following refers to business courses:

Students should note that it is likely that second offering examinations for second semester courses of the previous academic year will be held in the first week of January and in the first week of the second semester.

- 5 *Progress from Level 1 to Level 2*
- (i) Students who obtain a total of 60 credits on the combined results of the Summer and Autumn examinations of the Level 1 courses are eligible for unrestricted entry into Level 2 courses.
  - (ii) Students must pass all their Level 1 language and literature examinations (21 credits) before *attending* any language and literature courses at Level 2.
  - (iii) Students who obtain less than 39 Level 1 business course credits on the combined results of the Summer and Autumn examinations of Level 1 may not enter Level 2 without the permission of the Faculty of Commerce.
  - (iv) Students who obtain fewer than 14 business course credits in the combined results of the Summer and Autumn examinations of Level 1 may not remain in the BComm (International) programme.
  - (v) All courses in BComm (International) Level 1 must be passed within two years of entering Level 1. Otherwise the student may not remain in the Faculty of Commerce.

*Please Note: the Bachelor of Commerce (International) programme is currently in the process of review and it is likely that substantial changes will take place in the programme of study in Level 1, Level 2 and Level 4 from the academic year 2004/2005 onwards. Students who fail to achieve 60 credits in Level 1 by the second examination offering of the academic year 2003/2004 may not be in a position to take Level 1 examinations based on 2003/2004 courses in subsequent years. The provisions of Rule 10 will then apply.*

- 6 *Progress from Level 2 to Year Abroad*  
To progress from Level 2 to an approved university or business school abroad, students must have completed all Level 1 and Level 2 courses and have achieved 60 credits in Level 1, and a minimum of 31.5 business course credits in Level 2 (which must include 7.5 credits for the course BMGT 1004) and 22.5 language and literature credits.
- 7 *Progress from Year Abroad to Level 4 at University College Dublin*  
Students must meet the following requirements before progressing to Level 4:
- (i) Achieve 60 credits in Level 1 and Level 2.
  - (ii) Pass their approved course of study at the counterpart university or business school. Where course(s) and the associated examination(s) (and repeats) at the counterpart university or business school are not passed, students are required to sit and pass equivalent or nominated course(s) in UCD after the student has returned to UCD.
- 8 Students may not attend courses and may not take examinations in courses from more than two consecutive levels in any one academic year.
- 9 Honours in the degree will be awarded based on Level 4 marks.
- 10 Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course and pay the associated fee. Students should note that courses may change from year to year, may not be offered in certain years, and may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of the appropriate fees.
- The following refers to business courses:  
Those students who do not obtain credits associated with a course by the second examination offering in their first cycle of registration for that course, may find that subsequent examination offerings, if any, may not be held at a time which is convenient and they may also find that these subsequent examination offerings may be timetabled at the very same time as other examination offerings which they may still need to take.
- 11 A student's application to choose Level 4 Business electives must be made at the end of the academic year abroad. The number of student places in courses is determined by the Faculty of Commerce and an application to register for a course does not guarantee entry into that course. The electives choice is not open to change at any time. Where students have to indicate a list of preferences for courses, students are bound at all times into this list. Permission to be registered for a course and to attempt the examination at the end of any Level 4 course is contingent on the student satisfying the minimum attendance requirement of the course. Formal attendance at a course will be deemed to have commenced when Faculty records show that the student is enrolled for the course.
- 12 *Course Work for Business Courses*
- (i) Where a mark is given for course work, a pass mark will not be awarded for the course unless at least 35% is attained in the written examination in that course.
  - (ii) The course work mark shall only be counted for the first examination offering of any course. The second offering examination mark shall therefore be based entirely on the written second offering examination paper.

- 13 For a repeated Level 2 business course, the mark used for degree honours classification will be the result of the successfully repeated examination. For a repeated Level 4 business course, the mark used for degree honours classification will be the result of the successfully repeated examination.
- 14 Quinn School of Business reserve the right to inform parents/guardians or other family members if there are concerns about the safety or well being of students while abroad on approved Quinn School of Business Student Exchanges. In addition, if requested, students must respond to requests to contact their co-ordinator(s) both in UCD and in the host institution. Students must provide a suitable phone number for this purpose and should also monitor their email on a regular basis.

**Syllabus of Courses  
for the Degree of Bachelor of Commerce (International)**

*Please note: should you require a more detailed syllabus on language and literature courses than is provided in this booklet, please consult the Faculty of Arts Undergraduate Syllabus Booklet.*

**First Year (Level 1) Courses**

The courses of Level 1 are:

ACC 1006	Financial Accounting 1	(3 units)
BMG 1005	Management Principles and Business Environment	(2 units)
ECON 1115	Principles of Microeconomics	(1 unit)
ECON 1116	Principles of Macroeconomics	(2 units)
MATH 1700	Mathematics	(2 units)
MIS 1007	Introduction to Computers and Information Systems	(1 unit)
<b>FR 1400</b>	<b>French Language/Literature Courses</b>	
	Written and spoken language	(2 units)
	Introduction to French Literature	(2 units)
<b>IR 1400</b>	<b>Cúrsaí i dteanga agus i litríocht na Gaeilge</b>	
	Scríbhneoireacht an lae inniu	(1 aonad)
	Oidhreacht na Gaeilge	(1 aonad)
	Cúlra na nualitríochta	(1 aonad)
	Labhairt na Gaeilge	}
	Scríobh na Gaeilge	
		(3 aonad)
<b>GER 1400</b>	<b>German Language/Literature Courses</b>	
	German Language	(2 units)
	German Literature	(1 unit)
	German Language and Linguistics	(1 unit)
<b>ITAL 1400</b>	<b>Italian Language/Culture Courses</b>	
	Italian Language	(3 units)
	Introduction to Italian History and Literary Prose	(1 unit)
	Modern Italian Literature	(2 units)
<b>SPAN 1400</b>	<b>Spanish Language/Literature Courses</b>	
	Spanish Language	(3 units)
	Introduction to Contemporary Spain	(1 unit)
	Spanish Literature	(2 units)

**Second Year (Level 2) Courses**

The courses of Level 2 are:

BMGT 1004	Organisational Behaviour	(2 units)
ACC 2002	Management Accounting	(1 unit)
BMGT 2002	Business Logistics and Operations Management	} (1 unit)
<i>Or</i>		}
MIS 2002	Database Systems Development and Information Management	} (1 unit)
FIN 2002	Finance	(1 unit)
HRM 2002	Managing Employee Relations	(1 unit)
MKT 2002	Marketing	(1 unit)
<b>FR 2400</b>	<b>French Language/Literature Courses</b>	
	Français parlé et écrit (4 units)	
	Reading the Nineteenth Century	(2 units)
<b>IR 2400</b>	<b>Cúrsaí i dteanga agus i litríocht na Gaeilge</b>	
	Labhairt agus Scríobh na Gaeilge I agus II	(1 aonad)
	An Nualitríocht I agus II	(1 aonad)
	Teangeolaíocht na Gaeilge I agus II	(1 aonad)
	Litríocht na Gaeilge 1600-1900 I agus II	(1 aonad)
	An Litríocht bhéil I	(0.5 aonad)
	An Ghaeilge Chlasaiceach I agus II	(1 aonad)
	Gaeilge na hAlban I	(0.5 aonad)
<b>GER 2400</b>	<b>German Language/Literature Courses</b>	
	German Language – Level 2	(2 units)
	German Electives	(3 units)
	Finanzierung	(1 unit)
<b>ITAL 2400</b>	<b>Italian Language/Culture Courses</b>	
	Italian Language	(3 units)
	Italian Language and Literary Culture	(1 unit)
	Italian Literary Texts	(2 units)
<b>SPAN 2400</b>	<b>Spanish Language/Literature Courses</b>	
	Spanish Language IIA	(1 unit)
	Spanish Language IIB	(1 unit)
	Introducción al discurso escrito	(0.5 unit)
	Spanish Linguistics (Phonetics)	(0.5 unit)
	Medieval Literature	(0.5 unit)
	Golden – Age Drama	(0.5 unit)
	Modern Novel	(0.5 unit)
	Modern Verse	(0.5 unit)
	Transition Spain	(0.5 unit)
	Tutorials in Spanish Literature	(0.5 unit)

**Third Year (Level 3) Courses at Counterpart Universities/Business Schools**

During the year at the counterpart university/business school, students will take business courses to the value of 60 ECTS credits.\*

**Fourth Year (Level 4) Courses at University College Dublin**

The courses of Level 4 are:

BMGT 3002	Strategy Formulation and Implementation	(1 unit)
	plus four electives	(4 units)
<b>FR 3400</b>	<b>French Language/Literature Courses</b>	
	Français parlé et écrit	(4 units)

*And two optional courses (two in each semester) from the following (1 unit each):*

	Texte et Image	
	Le réel et l'imaginaire dans la littérature des XI <sup>e</sup> et XII <sup>e</sup> siècles	
	Proust	
	Le cinéma français d'une vague à l'autre: réel et réalisme	
	The Literature of Quebec	
	Marginality in Contemporary Fiction and Film	
	From Modernity to Postmodernity: The Rise and Fall of Avant-Gardism	
<b>IR 3400</b>	<b>Cúrsaí i dteanga agus i litríocht na Gaeilge</b>	
	Labhairt, scríobh agus gramadach na Gaeilge III agus IV	(1 aonad)
	Teoiricí critice	(0.5 aonad)
	nó	
	Litríocht na Gaeilge Clasaicí I	(0.5 aonad)
	An Nualitríocht IV agus V	(1 aonad)
	Litríocht na Gaeilge 1600-1900 III agus IV	(1 aonad)
	An Litríocht bhéil III	(0.5 aonad)
	nó	
	An Ghaeilge Chlasaiceach III	(0.5 aonad)
	Gaeilge na hAlban II agus III	(0.5 aonad)
	Litríocht na Gaeilge Clasaicí II	(0.5 aonad)
	nó	
	Prós an 17 <sup>ú</sup> hAois	(0.5 aonad)
	Gearrscéalta an Chadhnaigh	(0.5 aonad)
	nó	
	An Ghaeilge Chlasaiceach IV	(0.5 aonad)

---

\* In the case of students taking the Irish option of the programme, they may take courses to the value of 20 ECTS credits from the subject area of Celtic Studies. The balance of 40 ECTS credits must come from business courses. This ratio of credits may be changed from time to time at the discretion of the Director of the Programme.

<b>GER 3400</b>	<b>German Language/Literature Courses</b>	
	German Language Classes (Textstunde)	(2 units)
	German Electives	(3 units)
	Business Ethics	(1 unit)
	Grundkurs Literatur	(2 units)
	Investitionsrechnung – [Special Course for BComm (International) students only in Semester 1]	(1 unit)
	Gegenwartsdramen	
	Wiennese Drama around 1900: Arthur Schnitzler and Hugo von Hofmannsthal	
	Deutschland 1871-1945	
	Natur und Katastrophe in Erzählungen des 19. Jahrhunderts	
	Sprachkritik und Sprachpflege seit dem 17. Jahrhundert	
<b>ITAL 3400</b>	<b>Italian Language/Culture Courses</b>	
	Italian Language	(3 units)
	Aspects of Italian Cultural History	(3 units)
<b>SPAN 3400</b>	<b>Spanish Language/Literature Courses</b>	
	Spanish Language III	(2 units)
	Portuguese Language (optional)	(1 unit)

Courses to be chosen from the following to total 4 units. (Choices to be made in consultation with the Department):

La expression escrita	(1 unit)
Semántica	(1 unit)
Medieval Spanish Literature II	(1 unit)
Golden – Age Drama	(1 unit)
Nineteenth-Century Novel	(1 unit)
Novel under France	(1 unit)
Fiction, History and Story in Hispanic Narrative	(1 unit)
The Novels of Carmen Martin Gaité	(1 unit)
Spanish American Literature	(1 unit)
Latin American Indigenous Novel	(1 unit)
Poetry of Antonio Machado	(1 unit)
Historical Linguistics of Spanish	(0.5 unit)
Golden-Age History	(0.5 unit)
Romantic Drama	(0.5 unit)
Poet in New York (F. Garcia Lorca)	(0.5 unit)
Mexican Feminist Writing	(0.5 unit)
Portuguese Literature (0.5 unit)	

<p style="text-align: center;"><b><i>First Year (Level 1) Courses</i></b></p>
---

**ACC 1006 Financial Accounting 1 (3 units)**  
Introduction to the Context of Accounting; Elements of Financial Statements; The Balance Sheet; The Profit and Loss Account; Recording Transactions; Fixed Assets; Current Assets, Stock, Debtors; Liabilities and Sources of Capital; The Accounting Regulatory Framework; Cash Flow Statements; Financial Information Analysis.

**BMGT 1005 Management Principles and Business Environment (2 units)**  
*(a) Management Principles and the Functions of Business*  
Competent management is critical to the success of a business. Management is a complex subject in that it has to deal with people at work as well as handling all of the constraints and difficulties of operating in a dynamic environment. This introductory course leads the student through the historical development of management theory. It examines the job of the manager, the planning, organising, staffing, directing and controlling roles played by every manager. Having outlined varying tasks, which go to make up the manager's job, the course then examines the various functional areas of business where these tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations. The course is taught by the lecture method supplemented by readings.

*(b) The Structure of Irish Business*  
The structure of output and employment in Irish business: Comparative structures of business in EU and other countries; analysis of the natural resource-based sectors, i.e. agribusiness, mining, oil and gas. Analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors in Ireland; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution; analysis of the service sector in Irish business and its potential for development; assessment of the support structures for business in Ireland.

**ECON 1115 Principles of Microeconomics (1 unit)**  
Elementary microeconomics: introduction to supply, demand and markets. Economic decision-making by households: Demand, labour supply, etc. The economics of the firm: production, costs, output under competitive and monopolistic conditions. Market failure and the role of government.

**ECON 1116 Principles of Macroeconomics (2 units)**  
National income accounting. The basic income-expenditure model; principles of fiscal and monetary policy; exchange rates and balance of payments; economic growth – a brief introduction and overview.

**MATH 1700 Mathematics (2 units)**  
*Mathematics:*  
Finite Mathematics, Financial Mathematics, Matrices, Systems of linear equations, Determinants, Inverse matrices, Application of matrix theory.

*Calculus:*  
Polynomial functions, Exponential and natural logarithm functions, Differentiation – product, quotient and chain rule, Maxima and minima, Single variable optimisation, Partial differentiation,

Unconstrained bivariate optimisation – Lagrange multipliers, Indefinite and definite integrals, Integration techniques – integration by substitution and parts.

**MIS 1007 Introduction to Computers and Information Systems (1 unit)**

In today's competitive and complex business environments, information systems (IS) and information technology (IT) are essential tools for business organisations. Consequently, computers and information systems have become an important part of our everyday work and social environments. As members of society, it is important to understand what computers and information systems are all about. As future business professionals, it is especially important to know how to use and apply these technologies. The objectives of this course are to provide students with basic knowledge about computers and information systems, and to help them develop the skills needed to use and take advantage of these technologies. The course is comprised of two hours of lectures plus two hours of practical "hands-on" tutorials per week. The topics covered include an overview of computer hardware, operating and applications software, word-processing, spreadsheet design, software development, an introduction to the role of information and information systems in business, and discussion of the social impacts of computing.

<p><b><i>Second Year (Level 2) Courses</i></b></p>
--

**ACC 2002 Management Accounting**

Overview of management accounting. Different costs for different purposes. Cost accumulation systems: job costing and activity-based costing. Information for decision making: cost behaviour; cost-volume-profit analysis; relevant costs, and decision making with scarce resources. Information for planning and control: the budget process; behavioural issues in budgeting; standard costing; flexible budgets; financial and non-financial measures of performance.

**BMGT 1004 Organisational Behaviour**

*(a) Individual Behaviour*

Theories of motivation and satisfaction and their relation to performance. Practical approaches to motivation. Human abilities and aptitudes – their assessment and acquisition. Cognitive processes – perception, problem-solving and decision-making.

*(b) Group Behaviour*

Group formation and development; group structure; leadership; group processes – communication, motivation, decision-making, influence, conflict management.

**BMGT 2002 Business Logistics and Operations Management**

This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design, customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain

management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

**FIN 2002 Finance**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**HRM 2002 Managing Employee Relations**

This series of lectures will introduce students to industrial relations and human resource management and will examine emerging trends in employee relations including globalisation, post-fordism and europeanisation.

**MIS 2002 Database Systems Development and Information Management**

Information is a critical resource for business organisations that, like other critical organisational resources, must be well managed. This course examines the business, organisational and technical issues of information management. At the technical level, the course focuses on the use of relational database management tools and techniques for supporting data management and information systems development. There is a substantial practical component to the course, involving the use of contemporary database management software and programming tools to develop database and information systems.

**MKT 2002 Marketing**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: how transactions are initiated, motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society; the scope of marketing in the organisation; analytical methods used in marketing analysis; understanding consumer, industrial and service markets; understanding and analysing competitors and informing marketing decisions.

<p><b><i>Fourth Year (Level 4) Programme Core and Elective Courses</i></b></p>
--

**ACC 3002 Financial Accounting**

Preparation of accounts from incomplete records, including capital statements; earnings per share including diluted earnings per share; long term contract work in progress; accounting for complex capital instruments; accounting for leases; accounting for intangible assets – research and development, brands and software; consolidated financial statements including associated companies; accounting for goodwill; translation of foreign currency financial statements.

**ACC 3005 Accounting Theory and Contemporary Issues**

Theoretical approaches and elements of accounting theory; agency theory and economic value of information; the concept of profit; efficient financial markets and the role of accounting

information; performance measurement; accounting for environmental performance; design of a performance measurement system.

**ACC 3008 Cost Management**

The context and strategic role of cost management including the Value Chain and the Balanced Scorecard. Job Costing and Process Costing systems, overhead absorption, over/underapplication of overhead and its disposition. Stock valuation and Absorption versus Direct Costing. Cost allocation/apportionment: service departments and joint costing. Contemporary accounting systems: Activity Based Costing (ABC), Target Costing, Lifecycle Costing and Total Quality Management systems.

**ACC 3011 Advanced Management Accounting**

Decision making including strategic management accounting. Establishing costs relationships including the learning curve. Limiting factors and computer applications of linear programming and sensitivity analysis. Capital investment decisions. The concept of uncertainty/risk.

The structure and process of management control. Achieving financial control through budgets including contemporary responsibility accounting and behavioural dimensions of control. Variance calculation and reporting. The control structure including strategic business units (SBUs) and methods of performance evaluation. Transfer pricing.

**ACC 3014 Taxation**

The role of taxation in the economy; differing systems of taxation; definition of the tax base; income versus capital. Residence and domicile; sources of income; basis of assessment; computation of taxable income; reliefs and allowances. Capital Gains Tax: definitions; reliefs, allowances and exemptions. Capital Acquisitions Tax: gifts and inheritances; basis of assessment. Corporation Tax: taxable profits; close companies and distributions. Value Added Tax: taxable transactions; operation of the system.

**ACC 3018 Company Law**

Formation of partnerships; relations between partners; admission and retirement of partners; dissolution of partnership. Formation and incorporation of companies; memorandum of association and *ultra vires*; articles of association; share capital and securities; directors; meetings; minorities; auditors; liquidations and receiverships. Economic torts; conspiracy; intimidation; inducement of breach of contract; trade disputes; fraud and injurious falsehood; employers' liability; conflict of laws; retention of title clauses.

**BMGT 3002 Strategy Formulation and Implementation**

The concepts of general management and corporate strategy. Models for strategy formulation. Analysis of industries and competitors. Analysis of corporate resources and competitive advantage. Identification and evaluation of strategic alternatives including expansion, diversification and retrenchment. The implementation of strategy. The design of policies and procedures for strategy implementation. Review of current research on the work and behaviour of senior managers in Ireland and elsewhere. Implications of new techniques and practices generally for the management of business enterprises.

**BMGT 3012 Management of Services**

Categorisation of services; process perspective; facility planning and location decisions; management of service operations; managing customer service quality; current trends and strategic issues in service design and delivery.

**BMGT 3015 Supply Chain Management**

The Supply Chain Management course is designed for students wishing to gain an understanding of all those activities involved in moving products from the raw materials stage through to the end user. This includes sourcing, procurement and supplier management, operations and services management, and logistics and customer services management. It also includes the information management systems necessary to plan, monitor and improve all of the above activities. This course provides the student with a strong conceptual understanding of how successful supply chain management strategies can contribute to improved performance. The focus of the course is how to work with your supply chain partners to deliver quality, flexibility and dependability to the customer at an economic cost. There is also a strong emphasis on the role of the development of Enterprise Resource Planning (ERP) systems and the role of information technology in improving supply chain performance.

**BMGT 3024 Managing Business Ethics**

This course will cover methods of dealing with ethical issues in a constructive way in real business situations. As future managers, students will gain an awareness of contemporary ethical issues that often underlie general business actions and affect subsequent organisational performance. Some examples of topics examined: decision making, personal integrity, conflicts of interest, organisational effectiveness, acquisitions and restructuring, employee rights and relations, insider trading, advertising, product safety, business practices and control, doing business abroad.

**BMGT 3030 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business; political risk; multinationals in Ireland. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically planned economies; international finance; role of information technology; structure in international organisations.

**BMGT 3033 European Industry and Business Enterprise**

The EU competitiveness in the world economy; the impact of EMU on trade and industry; internal market-industrial progress and prospects; importance, progress and prospects of selected industrial sectors in the major nations of the EEA; the role of small and medium enterprise; industrial and competition policies; pattern of mergers and acquisitions; the impact of inward investment; high and low growth sectors; the evolution of state owned enterprise; developments in the former command economies of Europe.

**BMGT 3039 Public Administration, Public Finance and Government Framework**

Philosophical approaches to public administration; the civil service and state-sponsored bodies; local government; public finance; co-ordination, planning and control in central government. The Devlin Report and the civil service. The White Papers and Reports on Local Government

Reform. The rise and decline of regionalism. Reform and restructuring the public service – the experience in Ireland and other OECD states. Privatisation. The citizen and the state: An examination of measures to improve citizen/administration relations in the developed state. Improving public financial management. Public policy development: the State and planning.

**BMGT 3053 Knowledge Management and Innovation**

This course explores the role of managing a firm's knowledge pool in the creation of competitive advantage. It is argued that in modern, knowledge based societies, possession of physical assets is rarely a source of sustainable competitive advantage. The course takes a strategic perspective of the management of organisational knowledge. The process of knowledge management is viewed as encompassing knowledge acquisition, assimilation, transformation and exploitation. During the course we explore each of these issues from multiple perspectives. We explore the tensions between individuals, teams, and firms. A central output of knowledge management is innovation. This may take the form of new products, services, delivery channels, organisational structures, or more efficient and effective organisational routines. In exploring the domain of knowledge management and innovation we will consider the differing contexts that are faced by small and large firms.

**BMGT 3056 Entrepreneurial Management**

This course will deal with the nature of entrepreneurship and its importance in an economy. It will examine the process of entrepreneurship and the stages through which entrepreneurs typically go in setting up a new business. These stages include awareness, idea generation, opportunity recognition, pre-planning and financing the business, launching the business, early stage development and the management of growth. The main focus of the course will be on independent entrepreneurship or on individuals starting their own business, but the course will also deal with entrepreneurship in established organisations as they go through processes of renewal and internal venturing. The course will include lectures, case studies, visiting speakers and a new venture project.

**BMGT 3059 Leadership and Change Management**

This course is concerned with exploring the central role of leadership within dynamic and rapidly changing organisations. It is designed to provide students with key insights into a range of practical skills involved in leading complex change. Specific topics covered on this course include the concept of leadership and the leadership process; Strategic leadership and strategic change; Open-systems theory; Learning and adaptation and the key role of leadership; Leadership and culture change; Diagnostic and planning skills; Leading successful implementation: communication, symbolism, politics and conflict management.

**BMGT 3062 Business Excellence**

The business excellence course is designed for students wishing to gain an insight into the range of quality management, continuous improvement and business excellence initiatives now used by leading edge organizations to achieve performance excellence. The course includes coverage of the development of business excellence, systems management, published standards in management systems, excellence in product and service design, the EFQM excellence model, lean manufacturing, business process re-engineering, six-sigma quality, and excellence in performance management. The course provides the student with a strong conceptual understanding of how successful business excellence strategies can contribute to improved business performance. The focus of the course is how to learn from excellent organizations by

gaining an understanding of the improvement initiatives undertaken by these organizations and how they succeed in achieving excellence.

**BMGT 3065 Management of Innovation and Change**

This course aims to provide students with an understanding of the dynamics of innovation and how it can be managed so as to contribute to ongoing competitive advantage. Students will be exposed to: theories of technological change; inter- and intra-organizational alliances; national and international systems of innovation; global intellectual property management; and, the dynamics of network industries. The focus of the course will be on the challenges to organisations posed by the development and utilisation of technologies in an increasingly inter-connected world. Consideration will be given to leading change that is fundamentally technologically driven.

**BMGT 3068 Asian Business**

This course is designed to provide students with insights on Asian organisational and management practices. Topics covered will include: Asian management styles; enterprise structures – family firm, chaebol, keiretsu etc, trading companies (soga shosha); economic systems and market transition; trading groups – APEC; ASEAN; political and cultural variations; tradition in business; guanxi; Chinese commonwealth; financial markets (bond, equity) and legal infrastructure.

**BMGT 3071 Globalisation**

This course addresses the major debates about the globalisation process. It includes perspectives from sociology, international law, economics and business. Among other things, the course focuses on the drivers of globalisation such as technology and examines the managerial challenges posed by this process.

**BMGT 3074 Cross-cultural Management**

Course topics will include: meaning of culture; fostering cultural fluency; cultural diversity - national, regional and organisational culture; culture and management practice; cultural models of strategy; gaining and maintaining cultural competitive advantage; managing the multicultural team; creating a global corporate culture.

**ECON 3280 Applied Econometrics**

This course is an introduction to econometric techniques. The core section of the course relates to methods of estimating single equations using multiple regression.

**ECON 3281 Applied EconometricsII**

This course applies the techniques covered in ECON 3280 to test the predictions of models frequently used in economics and finance. Topics include applications of the CAPM, estimating consumer demand functions, and the relationship between advertising and sales. The course makes extensive use of UCD microcomputer facilities.

**ECON 3282 Industrial/Managerial Economics**

This course is concerned with the applications of economic principles and methodologies in the decision-making process within the firm or organisation. It seeks to establish rules and principles to facilitate the attainment of the desired economic goals of management.

**ECON 3283 Macroeconomics**

This course is a theoretical macroeconomics course. The focus is on open economy macro, covering fixed and flexible exchange rates. The topics for discussion include: the intertemporal budget constraint; labour markets; economic growth; money, money demand and monetary policy; aggregate demand and aggregate supply; fiscal policy and the theory of economic stabilisation.

**ECON 3284 International Monetary Economics**

This course will cover four main areas: (i) the balance of payments and the current account, (ii) exchange rate determination under floating rates, (iii) macroeconomic policy under fixed and floating rates, and (iv) the costs and benefits of exchange rate independence.

**ECON 3285 International Economics (Trade)**

This course examines theoretical and policy aspects of international trade. In particular, it is concerned with such issues as why trade takes place, the analysis of the benefits that accrue from trade and the welfare effects of protection and economic integration.

**ECON 3286 Public Sector Economics**

This course analyses the level and composition of public sector production, the efficiency of non-profit public sector firms and the growth of the public sector. In addition, it examines the financing of the public sector and the economic aspects of the organisation of government.

**ECON 3287 Applied Macroeconomics**

This course is an applied course which examines the performance of the economy and considers the major policy issues confronting the government. The course looks at fiscal, monetary, exchange rate, incomes, industrial, factor and product market policies. The factors affecting the performance of the economy in the long run and the short run are also considered.

**FIN 3002 Aspects of Financial Theory**

This course introduces students to the main emphases of modern financial theory with particular reference to capital market consumption and investment decisions; utility theory; portfolio optimisation, equilibrium financial assets, pricing models and the pricing of contingent claims.

**FIN 3007 Investment and Portfolio Management**

This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include: CAPM, APT and security market pricing, option pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 3012 Financial Institution Management**

The course deals with the management of financial institutions with special emphasis on the following: banking and financial institution theories, bank regulation, risk management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

**FIN 3016 Treasury Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**FIN 3020 Financial Management**

This is a case study course applying the techniques learned by students in FIN2002. Topics include financial analysis and planning, cost of capital, capital structure, project appraisal, working capital management and mergers and acquisitions.

**FIN 3024 International Financial Management**

As the international company becomes the norm rather than the exception, the need to internationalise the tools of financial analysis is apparent. The objective of this course is to provide a conceptual framework within which the key financial decisions of the multinational firm can be analysed.

**FIN 3029 Nature and Role of Insurance Markets**

Life and general classifications, compulsory and voluntary, mixed insurance markets, market characteristics (concentration levels, penetration), regulatory structures, market participants, economics of insurance.

**FIN 3032 Insurance Claims and Underwriting**

The underwriting cycle, ratio analysis, claims process, loss adjustment, loss assessment, premium determination, regulatory requirements for claims management.

**FIN 3035 Insurance Regulation**

Irish Insurance Law, Insurance Acts 1909-1994, supervisory bodies and powers, authorisation requirements, European law, the framework directives, investment intermediaries legislation.

**FIN 3038 Reinsurance**

Market participants, captive insurance, reinsurance, facultative and treaty. IFSC structure, taxation, reinsurance regulation in Ireland, EU reinsurance regulation, specific reinsurance issues (property, casualty, marine).

**FIN 3041 Pension Fund Management**

Types of pension funds, state benefits, contributions and benefits, law of pension funds, taxation of pension funds, AVCs, ageing population, Pay-As-You-Go, funded schemes.

**HRM 3002 Human Resource Management Techniques**

The course is primarily concerned with providing an examination of the specialist human resource functions within Irish organisations: human resource planning, recruitment and selection, job evaluation, performance appraisal, rewards, an understanding of issues such as health and safety, welfare and employment termination. All of the above will be assessed within the broader context of organisation change and development.

**HRM 3005 European Industrial Relations and HRM**

This course is designed to introduce students to current issues and developments in European industrial relations and human resource management. Students are first provided with an understanding of industrial relations systems in five European countries, namely Britain, France, Germany, Italy and Sweden. The second part of the course makes a comparative analysis of a number of key issues; the growth and decline of trade unions, the role of the state, employers' organisations, the impact of multinationals on countries' industrial relations systems and the move towards developing a 'Social Europe' within the EU. Attention will also be drawn to the implications of the European Work Council's Directive and a Working Time Directive.

**HRM 3008 Negotiation and Conflict Resolution**

This course focuses on the development of the student's analytical and judgmental skills as a foundation for sound negotiation practice. It aims to give students an understanding of the various processes which are typically at work when an industrial relations issue is under negotiation; it attempts to sensitise students to the different forces which can influence the behaviour of the parties; and it provides a comprehensive framework which allows evaluation at both the tactical and the strategic levels of analysis.

**HRM 3011 Human Resource Development**

How adults learn at work. Training and development within the organisation. The delivery of training and development. National policy and practice on management development. Topical issues. Future developments.

**HRM 3014 Managing Diversity and Gender Relations in Employment**

Topics covered will include: Labour market structures; women in the workplace; work and family dynamics; institutional initiatives to promote equality of opportunity; the law as a mechanism of change; the task of managing diversity in employment.

**MIS 3002 Information Systems Development and Implementation**

Information systems and information technology are essential resources for business organisations. This course begins by identifying the strategic and organisational roles of information technology, and then proceeds to examine the processes of information systems development (requirements analysis, methodologies, tools and techniques) and information systems implementation (approaches, roles, responsibilities, risk and change management). Students will be required to complete a major project involving the analysis, specification and implementation plan for an information system that satisfies a business or organisational need.

**MIS 3005 Management of Information Systems**

This course addresses the following topics:

Managing application portfolio resources; managing client/server systems; developing and managing customer expectations; problem, change and recovery management; managing centralised and distributed operations; network management. A major segment of the course will address the area of information systems security and control, to include:

- physical and logical security;
- hardware and software controls;
- encryption techniques;
- audit and security for networks and telecommunication-based systems;
- legal and ethical issues.

**MIS 3008 Advanced Topics in Management Information Systems**

This course addresses in particular emerging issues in management information systems, be they related to hardware, software, telecommunications, application philosophies or combinations of these. In recent years, the MIS landscape has been changed by technologies such as groupware, client/server architectures, object-oriented techniques in data modelling and systems development, workflow automation, the Internet, Intranet and Electronic Commerce and other emerging technologies. A number of these topics, not necessarily all of those listed

above, will be covered in the course in an attempt to identify their structural characteristics and their applicability in the world of business. The course will have a practical orientation.

**MIS 3011    Networking and Internet Applications**

This course considers the integration of networked information systems and telecommunications using current and emerging technologies.

It extends conventional information systems theory by introducing the concepts of client/server distributed operations and open communications standards. These technologies are discussed within and beyond the organisation.

Topics include current networking standards and practices, networking and telecommunications hardware, software and integration, network management, Intranet and Internet, Electronic Commerce design issues and applications. The main technologies discussed will be illustrated with relevant project work.

**MIS 3014    Decision Applications**

This management science course reflects the fact that decision making in the real world involves decision structures, individual value judgements, uncertainty, and non-linear relationships. Topics include: decision theory, evaluation of information; utility functions, conflicting objectives; multi-criteria decision analysis, trade-offs, relative importance; competitive decision making, games, Markov processes; queuing; inventory; simulation; curve fitting; and Lagrangian optimisation. Live decision applications involve group-work, computer software, interviewing decision-makers, and testing recent advances in research.

**MIS 3020    Computer Applications**

Computer systems; logic and architecture; problems, algorithms and programs; programming languages, compilers and interpreters; programming: control structures, data representation (structures), procedures, recursion; analysis of algorithms and programs.

**MIS 3023    Software Design**

Computer software plays an increasingly important role in all aspects of business. This course discusses the expectations that people have of software and introduces the techniques used to build and maintain high quality software. Topics on the course include: visual programming, structured programming concepts, object orientated programming, software reusability, automated programming tools, user interface design, program debugging and testing, documentation and maintenance.

Advanced techniques in visual programming are introduced. Students are required to undertake a number of practical assignments.

**MIS 3028    Mathematical Decision Support Systems**

The first part of this course focuses on the range of problems from both business and industry that can be formulated as mathematical models. A variety of solution procedures including: Simplex, Dual Simplex, Branch and Bound, Cutting Planes and the Balas Algorithm are introduced. A case study approach is used to examine real world problems, and these formulations are solved by computer packages.

The second part of the course introduces network models. Here a variety of problems are formulated and solved using network algorithms. The range of algorithms include: Network Tours, Shortest Path, Maximum Flow, Spanning Tree, the Minimum Cost Flow.

**MKT 3002 Consumer and Buyer Behaviour**

In the first part of this course, concern rests with consumer buying behaviour: what consumers buy, why they buy, when, where and how they buy. The course examines consumers as individuals, in their social and cultural setting, and in their decision-making processes. In the second part of the course, the buying behaviour of organisations, the network of relationships among buyers and sellers, partners and governments, how strategies are formed in industrial markets, and how the marketing mix for industrial products may be developed and implemented are examined.

**MKT 3005 Services Marketing**

This course examines the service economy, characteristics and classifications of services, theoretical models of service, measuring service quality, improving profitability with services marketing, services marketing mix, operations and human resource implications, relationship marketing, internal marketing.

**MKT 3008 International Marketing**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**MKT 3011 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, media advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

**MKT 3014 Marketing Research**

This course develops skills in questionnaire design, observation techniques, the use of focus groups, acquisition and evaluation of secondary data, analysis and statistical techniques and report writing and presentation of results.

**MKT 3017 Strategic Marketing Management**

The purpose of this course is to examine how companies adapt and respond to a continuously changing marketplace. The strategic role of marketing, market opportunity analysis, relationships between corporate, business-level and marketing strategies, strategic marketing planning, implementing and controlling strategic marketing programmes are the topics examined.

**Language Syllabi:  
Level 1**

**FR 1400 French Courses**

**Written and spoken language**

**(4 units)**

The overall course aim is to consolidate and extend the skills learned at secondary level by focussing on essential grammatical structures and accuracy in written French as well as developing confidence in spoken French and listening comprehension. The syllabus is organised around formal grammatical exercises, structured writing (*redaction*), written comprehension (*analyse de texte*), listening comprehension, and practice in spoken French, all based on contemporary written and audio-visual resources. Oral and listening comprehension courses are taken by native French speakers.

**Introduction to French Literature**

**(2 units)**

The First-Year Literature course aims to introduce first-year students to the study of French literature. As well as familiarising students with a range of literary texts from different genres, it is also designed to develop the analytical and critical skills essential in third-level studies.

**IR 1400 Cúrsaí na Gaeilge**

Cúrsa cuimsitheach acadúil é siollabas na Nua-Ghaeilge a bhfuil mar aidhm leis eolas domhain a thabhairt ar an nGaeilge agus ar an oidhreacht liteartha agus chultúrtha a bhaineann léi. Sa chéad bhliain déantar staidéar téacsúil ar an scríbhneoireacht chomhaimseartha. Sa dara agus sa tríú bliain déantar cúrsa leanúnach céime i léann na Gaeilge idir theanga is litríocht.

Is í an Ghaeilge gnáth-theanga na Roinne agus is trí Ghaeilge a dhéantar an cúrsa iomlán. Éilítear caighdeán ard i labhairt agus i scríobh na teanga agus, mar sin, déantar cúram faoi leith de labhairt, scríobh agus ghramadach na Gaeilge sa chúrsa trí chéile. Tá cnuasach cuimsitheach ábhair sa Teanglann idir sheanchas, cheol is amhránaíocht ón uile cheantar Gaeltachta.

An Chéad Seimeaster

Scríbhneoireacht na lae inniu I  
Labhairt na Gaeilge  
Léamh agus scríobh an Gaeilge

An Dara Seimeaster

Cúlra na nualitríochta  
Scríbhneoireacht an lae inniu II  
Labhairt na Gaeilge  
Léamh agus scríobh na Gaeilge  
Oidhreacht na Gaeilge I  
Oidhreacht na Gaeilge II

For more detailed information on the above courses please contact the Irish Department.

### ***GER 1400 German Courses***

**German Language** (2 units)

Students will have three language classes per week throughout the year. This course follows a very focused and coherent programme. The year begins with an “Einstufungstest” which tests students’ ability in German. This will be used to assign students to a group which is appropriate for their level and needs.

**German Literature** (1 unit)

The lecture introduces students primarily to modern German literature. The lecture programme aims at enhancing students’ analytical skills by addressing the following themes: how to read in a foreign language; what is a narrative?; characterisation and narrative viewpoint; time and space in narratives; what is a drama?; what is a tragedy?; modern drama; language in poetry.

The lecture programme will be supported by a literature seminar (2 hours per week) which explores the themes and topics covered by the lectures. Close reading of the core texts will be practised. Some secondary material will be discussed in class.

**German Language and Linguistics** (1 unit)

This course aims at introducing first year students to basic concepts of linguistics (phonology, morphology, syntax and pragmatics) in order to enable them to analyse modern spoken and written German. For this reason all theoretical concepts will be explored with reference to examples from the German language. The course will be taught through English. This course will be backed up by practical tutorials.

### ***ITAL 1400 Italian Courses***

**Italian Language** (3 units)

This is a course in both written and spoken Italian. Its aim is to develop all four language skills but particularly three of them: Comprehension of written Italian, comprehension and self-expression in spoken Italian.

**Introduction to Italian History and Literary Prose** (1 unit)

The history course covers the period between the Risorgimento and the present day. Italian literary prose is introduced mainly by means of a sequence of short stories accompanied by English translation.

**Modern Italian Literature** (2 units)

This course focuses closely on a small number of twentieth-century literary texts, chosen partly for their representative value, partly for their linguistic accessibility and partly for their suitability as objects of literary study.

### ***SPAN 1400 Spanish Courses***

- Spanish Language** (3 units)  
Language work, involving reading, writing, speaking and listening; the language laboratory will be used.
- Introduction to Contemporary Spain** (1 unit)  
This course provides a brief introduction to Spain and to Spanish history and culture.
- Spanish Literature** (2 units)  
This course provides an introduction to literature in Spanish. A set of prescribed literary texts will be examined. A list of these texts will be provided at the start of the session.

### ***Language Syllabi: Level 2***

### ***FR 2400 French Courses***

- Français parlé et écrit** (4 units)  
Language work in second year should be seen as the first phase of a two-year Language Degree programme. The programme is intended for students who wish to develop their language skills to a high level of competence, to use French as a means of access to different areas of French studies at third level, and to develop their awareness and knowledge of French society and culture.
- Reading the Nineteenth Century** (2 units)  
The overall aim of this year-long course is to provide students with an integrated introduction to nineteenth-century French culture, focussing on the study of literature, but encompassing aspects of history, politics, history of ideas and art history.

### ***IR 2400 Cúrsaí Na Gaeilge***

*An Chéad Seimeastar:*  
Labhairt agus scríobh na Gaeilge I  
An Nualitríocht I  
Teangeolaíocht na Gaeilge I  
Litríocht na Gaeilge 1600-1900 I  
An Litríocht Bhéil I  
An Ghaeilge Chlasaiceach I

An Dara Seimeastar:

Labhairt agus scríobh na Gaeilge II  
Litríocht na Gaeilge 1600-1900 II  
An Ghaeilge Chlasaiceach II  
An Nualitríocht II  
Scríbhneoirí Próis an 17ú haois  
An Nualitríocht III  
An Litríocht Bhéil II  
Gaeilge na hAlban I  
An tSean-Ghaeilge I  
Oidhreacht na Gaeilge III  
An Ghaeilge chomhaimsireach I

For more detailed information on the above courses please contact the Irish Department.

---

***GER 2400 German Courses***

---

**German Language (2 units)**

There will be 3 hours of language classes (Textstunden) per week in semester one, and 2 hours in semester two. In these Textstunden written and spoken language skills are practised, such as grammar, argumentation, narration, forms of summary and presentation. Furthermore, there will be some extra language remedial and conversation classes available.

**German Electives (3 units)**

For further details on Elective choices, please contact the German Department.

**Finanzierung (1 unit)**

A specialised BWL course offered to BComm (International) students aiming at preparing students for their academic year abroad.

---

***ITAL 2400 Italian Courses***

---

Semester 1

**Italian Language (1.5 units)**

This course covers comprehension, translation from and into Italian, prose composition and conversation.

**Italian Language and Literary Culture (0.5 unit)**

This course examines the external (non-technical) history of the Italian language and of the cultural forms in which it manifested itself between its origins and the Renaissance.

Semester 2

**Italian Language (1.5 units)**

This course covers comprehension, translation from and into Italian, prose composition and conversation.

**Italian Language and Literary Culture** (0.5 unit)  
This course examines the external (non-technical) history of the Italian language and of the cultural forms in which it has manifested itself between the Renaissance and the present.

**Italian Literary Texts** (1 unit)  
This course and its first-semester counterpart covers a small number of works representing the Italian literary canon, from Dante to the twentieth century.

### ***SPAN 2400 Spanish Courses***

Spanish Language IIA	(1 unit)
Spanish Language IIB	(1 unit)
Introducción al discurso escrito	(0.5 unit)
Spanish Linguistics (Phonetics)	(0.5 unit)
Medieval Literature	(0.5 unit)
Golden – Age Drama	(0.5 unit)
Modern Novel	(0.5 unit)
Modern Verse	(0.5 unit)
Transition Spain	(0.5 unit)
Tutorials in Spanish Literature	(0.5 unit)

The study of Portuguese Language may be substituted for two of the above literature courses (consult the Department for details). (0.5 unit)

### ***Language Syllabi: Level 4***

### ***FR 3400 French Courses***

**Français parlé et écrit** (4 units)  
This course is organised on a year-long basis, with all students attending two parallel tutorial courses. The first, *Written Language*, concentrates on translation (2 hours per week). The second, *Français Oral*, is conducted by a francophone tutor (1 hour per week). Tutorials in both these courses are conducted through French.

**Texte et Image** (1 unit)  
Ce cours analysera des textes en prose écrits par deux auteurs du Xxème siècle don't l'oeuvre se prête à une réflexion sur le statut et les fonctions de l'image. La nature de la présence de l'image dans le texte et la réflexion critique menée sur cette présence seront l'objet de notre travail.

**Le reel et l'imaginaire dans la litterature des X11e et X111e siecles**  
Ce cours sera consacré a l'analyse d'un roman courtois et d'une comédie bourgeoise: deux genres distincts, issus de milieux différents et écrits à cent ans d'intervalle; l'un le reflet d'un monde idéal at d'une quête de l'harmonie et l'autre celui d'une période de conflits et de crises

transcendés par le rire. On étudiera en particulier les différents contextes sociaux, culturels et littéraires à l'origine de ces textes, les rapports de l'auteur avec son oeuvre ainsi que la relation de l'homme avec le réel et l'imaginaire.

**Proust**

This course will examine the first two volumes of Proust's *A la recherche du temps perdu*, the novel which is perhaps the most important work of French literature of the twentieth century.

**Le cinéma français d'une vague à l'autre: réel et réalisme**

C'est en France que le cinéma reçut l'appellation de 7e Art, et de fait, depuis sa naissance, l'évolution du cinéma français a fait écho aux débats qui agitent le monde de l'image animée.

**The Literature of Quebec**

The course will focus on the birth and development of Quebec literature during the years of the Quiet Revolution (1960s) and beyond.

**Marginality in Contemporary Fiction and Film**

This course will examine the recurrence in contemporary French film and prose fiction of themes of displacement and alienation.

**From Modernity to Postmodernity: The Rise and Fall of Avant-Gardism**

This course seeks to provide a more precise idea of what "Modernity" and "Postmodernity" have come to mean in both the literary and visual arts.

*Note:* Courses are subject to change from year to year. A booklet is available from the French Department with detailed course descriptions and prescribed texts for the current degree programme.

<p><b><i>IR 3400 Cúrsaí na Gaeilge</i></b></p>
--

*An Chéad Seimeastar:*

Labhairt, scríobh agus gramadach na Gaeilge III

An Nualitríocht V

Litríocht na Gaeilge Clasaicí I

An Nualitríocht IV

Litríocht na Gaeilge 1600-1900 III

An Ghaeilge Chlasaiceach III

Teangeolaíocht na Gaeilge IV

Gaeilge na hAlban II

An tSean-Ghaeilge II

Litríocht na Gaeilge 1600-1900 V

An Dara Seimeastar:

Labhairt, scríobh is gramadach na Gaeilge IV  
An Nualitríocht VII  
Litríocht na Gaeilge Clasaicí II  
An Nualitríocht VI  
Litríocht na Gaeilge 1600-1900 IV  
Gaeilge na hAlban III  
Prós an 17ú hAois  
An Ghaeilge Chlasaiceach IV  
An Ghaeilge chomhaimsireach II  
Prós na Gaeilge Clasaicí I  
An tSean-Ghaeilge III

For more detailed information on the above courses please contact the Irish Department.

<b>GER 3400 German Courses</b>
--------------------------------

**German Language Classes (Textstunde)**

This course is the core element of the language teaching in the final year in German. Students are grouped into classes on the basis of an 'Einstufungstest' at the beginning of the year. The course is structured around certain types of texts, registers and genres. Writing a "Kommentar" (writing a commentary), and "Erörterung" (essay in German) are the central written tasks. There is continuous assessment throughout the year (4 tests). In addition to these core elements, relevant grammatical topics are covered. Final year students are expected to enter the year with a sound knowledge of German grammar.

Please note: As in all other years the Department operates a language barrier: if a student fails two of the language elements s/he does not pass the year.

<b>German Electives</b>
-------------------------

**Business Ethics**

**Grundkurs Literatur**

This course covers German Literature from Realism to (Post-) Modernism. The Grundkurs in final year aims at introducing students not only to key authors and texts of the modernist period (Franz Kafka, Thomas Mann, Robert Walser, Bert Brecht etc.) but also to the way in which literary movements evolve, react to each other and respond to social changes. The course is therefore interdisciplinary: emphasising the interplay between text and context it examines the ways in which philosophical, psychological, political and historical discourses are reflected in literary texts. The lecture programme will be supported by a literature seminar (2 hours per week) which explores the themes and topics covered by the lectures. Close reading of the core texts will be practised. Students are expected to engage with secondary material.

**Investitionsrechnung – Special Course for BComm (International) students only in Semester 1**

Note: Please note that the optional courses on offer change from year to year. Every effort is made to ensure a similar balance of courses but this cannot be guaranteed. For further details on Elective choices, please consult the German Department.

**Elective Elements: Special Subjects (choice of 1 in Semester 2)**

**Gegenwartsdramen**

In the contemporary age of mass media and communications technology, drama, as a basis for the theatre, has been subject to radical reconsideration. In this course we will be exploring a number of plays by some of the most significant German language dramatists of the 1980s and 1990s. We will focus our attention on their critique of modern society; the radical means which they employ to present social and personal identity; and their treatment of the thorny question of theatrical/dramatic representation *per se*.

**Viennese Drama around 1900: Arthur Schnitzler and Hugo von Hofmannsthal**

Schnitzler and Hofmannsthal were central figures of Viennese Modernism around 1900. Their work constitutes an important contribution to modernist literature. The course will predominantly concentrate on their dramatic production but will occasionally consider other genres (narratives, poems etc.). The course is meant to be a widening and deepening of aspects dealt with in the Grundkurs.

**Deutschland 1871-1945**

This course focuses on the development of the German national identity between 1871, the birth of the 2<sup>nd</sup> German Reich, and 1945, the total defeat after the “total war” instigated by Adolf Hitler. The course will examine Germany’s changing national identities in this period and the idea of Germanness.

**Natur und Katastrophe in Erzählungen des 19. Jahrhunderts**

Natural catastrophes – earthquakes, landslides, fire and flooding – have always had a special place in the “writing” of culture. Starting with the Old Testament, stories of catastrophes can serve to either reinforce or to undermine the existing moral order. This option examines the representation of catastrophe as a borderline experience in terms of the relationship between human beings and nature, human sexual identity and bourgeois morality.

**Sprachkritik und Sprachpflege seit dem 17. Jahrhundert**

In this course we will be investigating attitudes towards language in Germany since the Baroque age. In particular, we will be concerned with finding out why attributes such as “good” and “bad” are given to language varieties and on what kind of evidence and opinions these attributes are based.

<b><i>ITAL 3400 Italian Courses</i></b>
---

Semester 1

**Italian Language (1.5 units)**

This is a third-level course covering comprehension, translation from and into Italian, prose composition and conversation.

**Aspects of Italian Cultural History (1.5 units)**

In this course and its second-semester counterpart the student examines aspects of Italian cultural history including Dante (“Purgatorio”), Machiavelli (political writings), Ariosto (“Orlando furioso”), Modernist fiction and one optional area of study in each semester.

Semester 2

**Italian Language (1.5 units)**

This is a sequel to IT 311 and covers in greater detail comprehension, translation from and into Italian, prose composition and conversation.

**Aspects of Italian Cultural History (1.5 units)**

In this course and its first-semester counterpart the student examines aspects of Italian cultural history including Dante (\*Purgatorio\*), Machiavelli (political writings), Ariosto (\*Orlando furioso\*), Modernist fiction and one optional area of study in each semester.

<b><i>SPAN 3400 Spanish Courses</i></b>
---

Spanish Language III	(1 unit)
Portuguese Language (optional)	(1 unit)

Courses to be chosen from the following to total 4 units. (Choice to be made in consultation with the Department):

La expresión escrita	(1 unit)
Semántica	(1 unit)
Medieval Spanish Literature II	(1 unit)
Golden – Age Drama	(1 unit)
Nineteenth-Century Novel	(1 unit)
Novel under France	(1 unit)
Fiction, History and Story in Hispanic Narrative	(1 unit)
The Novels of Carmen Martín Gaité	(1 unit)
Spanish American Literature	(1 unit)
Latin American Indigenous Novel	(1 unit)
Poetry of Antonio Machado	(1 unit)
Historical Linguistics of Spanish	(0.5 unit)
Golden-Age History	(0.5 unit)
Romantic Drama	(0.5 unit)
Poet in New York (F. García Lorca)	(0.5 unit)
Mexican Feminist Writing	(0.5 unit)
Portuguese Literature	(0.5 unit)

**Degree of Bachelor of Commerce in the  
“Centro De Estudios Superiores Universitarios De  
Galicia” (Cesuga)**

*This programme is designed for applicants located in La Coruña, Galicia, Spain. The programme is offered through the medium of Spanish and English.*

***Regulations***

- 1 The Degree of Bachelor of Commerce is a primary degree in the Faculty of Commerce.
- 2 Approved courses of study must be attended for at least eight semesters after matriculation. Students who have not successfully satisfied all the exam requirements of the entire degree programme within 12 semesters may not remain in the Faculty of Commerce.
- 3
  - (i) The pass mark in each course is 40% and no compensation is allowed.
  - (ii) Students who do not obtain the credits associated with a course by the second examination offering may be required to re register for that course, re-attend, complete any assigned course work, pass the examination and pay the associated tuition fee. Students should note that courses may change from year to year, may not be offered in certain years and may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of appropriate fees.
  - (iii) Credits will be given for each set of course units passed. Each level of the degree programme contains 75 credits.
  - (iv) Course work: where a mark is given for course work a pass mark will not be awarded for the course unless at least 35% is attained in the written examination in that course.

---

*University College Dublin*

---

<i>Level 1 (First Year)</i>			<i>Credits</i>
BMGT	1701	(2 units)	7.50
BMGT	1703	(4 units)	12.00
BMGT	1704	(2 units)	8.00
ACC	1704	(1 unit)	3.75
ACC	1705	(1 unit)	3.75
ECON	1303	(1 unit)	3.75
ECON	1304	(2 units)	7.50
MATH	1704	(2 units)	10.00
MIS	1702	(1 unit)	3.75
MKT	2713	(2 units)	7.50
HRM	2709	(2 units)	<u>7.50</u>
Total			<u>75.00</u>
<i>Level 2 (Second Year)</i>			<i>Credits</i>
ACC	1701	(3 units)	11.25
BMGT	1702	(2 units)	7.50
BMGT	2701	(2 units)	7.50
BMGT	2702	(2 units)	7.50
ACC	2706	(2 units)	7.00
ACC	2707	(1 unit)	3.75
FIN	2722	(2 units)	7.50
FIN	2718	(1 unit)	4.25
MIS	2717	(1 unit)	3.75
MIS	2718	(2 units)	7.50
MIS	1701	(2 units)	<u>7.50</u>
Total			<u>75.00</u>
<i>Level 3 (Third Year)</i>			<i>Credits</i>
ACC	2715	(2 units)	8.00
ACC	2716	(2 units)	8.00
BMGT	2716	(2 units)	8.00
BMGT	3701	(2 units)	7.50
BMGT	3702	(2 units)	7.50
HRM	3702	(1 unit)	4.00
HRM	3703	(1 unit)	4.00
ECON	2363	(2 units)	8.00
ECON	2364	(1 unit)	4.00
ECON	2365	(1 unit)	4.00
ECON	2366	(1 unit)	4.00
<i>or</i>			
FIN	3713	(1 unit)	4.00
MIS	3701	(1 unit)	4.00
MKT	3701	(1 unit)	<u>4.00</u>
Total			<u>75.00</u>

---

---

*Commerce – Undergraduate*

---

---

<i>Level 4 (Fourth Year)</i>			<i>Credits</i>
ACC	3701	(1 unit)	4.00
ACC	3702	(1 unit)	4.00
ACC	3704	(1 unit)	5.00
ACC	3707	(1 unit)	5.00
FIN	3721	(1 unit)	4.00
FIN	3712	(1 unit)	4.00
FIN	3713	(1 unit)	4.00
<i>or</i>			
ECON	2366	(1 unit)	4.00
BMGT	3712	(2 units)	10.00
BMGT	3706	(3 units)	10.00
BMGT	3713	(1 unit)	4.00
BMGT	3714	(1 unit)	4.00
BMGT	3715	(2 units)	6.00
BMGT	3703	(2 units)	7.00
MKT	3703	(1 unit)	<u>4.00</u>
Total			<u>75.00</u>

- 4 The degree is composed of a number of courses which are given at four levels. Level 1 courses are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 and Level 4 courses are taken in the final stages of the degree programme. Courses in all levels are semesterised and examinations are held at the end of each course. Examinations take place at the end of the semester in which the subject is taught and one repeat examination is offered. The repeat examination for semester I and semester II examinations are held in September. In the event that a course is changed or modified, then no additional repeat examinations for the original course will be offered. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.
- 5 *Progress from Level 1 to Level 2:*
- (i) Students who obtain a total of 75 credits on the combined results of the Semester I and Semester II examinations of the Level 1 courses are eligible for unrestricted entry into Level 2 (second year) courses.
  - (ii) Students who obtain 52 or more credits but less than 75 credits may progress to Level 2 and attend courses at that level. However any Level 1 examinations not passed must be repeated.
  - (iii) Students who obtain less than 52 credits in the combined results at the end of Semester I and Semester II examinations of the first year may not remain in the Faculty of Commerce programme. The Faculty may waive this rule in exceptional circumstances.

- 6 Progress from Level 2 to Level 3 and Level 3 to Level 4
- i) Students wishing to progress to Level 3 must have completed all the exam requirements of Level 2. Students who obtain 52 or more credits but less than 75 credits, may progress to Level 3 and attend all Level 3 courses. However any level 2 examinations not passed must be repeated.
  - ii) Students wishing to progress to Level 4 must have completed all the exam requirements of Level 3. Students who obtain 52 or more credits but less than 75 credits, may progress to Level 4 and attend all Level 4 courses. However any level 3 examinations not passed must be repeated.
- 7 Honours may be awarded in each course and in the degree as a whole.

***Syllabus of Courses  
for the Degree of Bachelor of Commerce in the “Centro De  
Estudios Superiores Universitarios De Galicia” (Cesuga)***

**First Year (Level 1) Courses**

Level 1 courses include:

			<i>Credits</i>
BMGT	1701	Management Principles	7.50
ECON	1303	Micro-Economics	3.75
ECON	1304	Macro-Economics	7.50
MATH	1704	Mathematics	10.00
BMGT	1703	Business Communications, I	12.00
BMGT	1704	Business Communications, II	8.00
ACC	1704	Spanish Civil Law, I	3.75
ACC	1705	Spanish Civil Law, II	3.75
MKT	2713	Marketing Management	7.50
HRM	2709	Managing Employee Relations	7.50
MIS	1702	Introduction to Computers and Information Systems	3.75
	Total		<u>75.00</u>

**Second Year (Level 2) Courses**

Level 2 courses include:

			<i>Credits</i>
ACC	1701	Financial Accounting	11.25
BMGT	1702	Organisational Behaviour	7.50
BMGT	2701	Business Communications, III	7.50
BMGT	2702	Business Communications, IV	7.50
ACC	2706	Spanish Business Law, I	7.00
ACC	2707	Spanish Business Law, II	3.75
MIS	2718	Introduction to Management Science	7.50
FIN	2718	Quantitative Finance	4.25
FIN	2722	Finance	7.50
MIS	2717	Database Systems Development and Information Management	3.75
MIS	1701	Business Statistics	<u>7.50</u>
	Total		<u>75.00</u>

**Third Year (Level 3) Courses**

Level 3 courses include:

			<i>Credits</i>
ACC	2715	Management Accounting	8.00
ACC	2716	Financial Accounting	8.00
BMGT	2716	Business Logistics and Operations Management	8.00
BMGT	3701	Business Communications V	7.50
ECON	2363	Intermediate Micro-Economics	8.00
ECON	2364	Applied Econometrics I	4.00
MIS	3701	Advanced Topics in MIS	4.00
HRM	3702	Spanish Labour Law I	4.00
ECON	2365	Applied Econometrics II	4.00
ECON	2366	International Monetary Economics	4.00
	<i>or</i>		
FIN	3713	Financial Institutions Management	4.00
MKT	3701	Marketing Research	4.00
BMGT	3702	Business Communications VI	7.50
HRM	3703	Spanish Labour Law II	<u>4.00</u>
	Total		<u>75.00</u>

**Fourth Year (Level 4) Courses**

Level 4 courses include:

			<i>Credits</i>
ACC	3701	Spanish Taxation I	4.00
ACC	3702	Spanish Taxation II	4.00
ACC	3704	Financial Accounting	5.00
ACC	3707	Advanced Management Accounting	5.00
BMGT	3703	Business Communications VII	7.00
FIN	3721	Business and Finance Project	4.00
FIN	3712	Investment and Portfolio Management	4.00
FIN	3713	Financial Institution Management	4.00
<i>or</i>			
ECON	2366	International Monetary Economics	4.00
BMGT	3706	The Economic Structures of Spain & the World	10.00
BMGT	3712	Strategy Formulation & Implementation	10.00
MKT	3703	International Marketing	4.00
BMGT	3713	Managing Change	4.00
BMGT	3714	International Business	4.00
BMGT	3715	Business Project	<u>6.00</u>
	Total		<u>75.00</u>

<b><i>First Year (Level 1) Courses</i></b>
--

**ACC 1704 Spanish Civil Law, I (1 unit)**  
Concepto del Derecho. Derecho objetivo y subjetivo. La persona física y jurídica. Las obligaciones: concepto, elemento y clases. Los Contratos Civiles: características y clasificaciones.

**ACC 1705 Spanish Civil Law, II (1 unit)**  
Los Derechos Reales y el Usufructo. El Derecho de la Propiedad. Las Hipotecas mobiliarias e inmobiliarias. El Derecho de Familia.

**BMGT 1701 Management Principles (2 units)**

*(a) Management Principles and the Functions of Business*

Competent management is critical to the success of a business. Management is a complex subject in that it has to deal with people at work as well as handling all of the constraints and difficulties of operating in a dynamic environment. This introductory course leads the student through the historical development of management theory. It examines the job of the manager, the planning, organising, staffing, directing and controlling roles played by every manager. Having outlined varying tasks which go to make up the manager's job, the course then examines the various functional areas of business where those tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations. The course is taught by the lecture method supplemented by readings.

*(b) The Structure of Irish Business*

The structure of output and employment in Irish business: Comparative structures of business in EU and other countries; analysis of the natural resource-based sectors, i.e. agribusiness, mining, oil and gas. Analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors in Ireland; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution; analysis of the service sector in Irish business and its potential for development; assessment of the support structures for business in Ireland.

**BMGT 1703 Business Communications (Introduction), I (4 units)**  
The aim of this course is to develop the basic English language and communication skills at the pre-intermediate to intermediate level through a wide range of stimulating and realistic communicative activities.

**BMGT 1704 Business Communications, II (2 units)**  
This course covers an introduction to general business English vocabulary and the language of business communication in authentic management situations. The course also provides an introduction to business correspondence and reports.

**ECON 1303 Principles of Microeconomics (1 unit)**  
Basic analysis of markets. Demand, production and cost functions. Basic comparisons between monopoly and competition. Policy applications.

**ECON 1304 Principles of Macroeconomics (2 units)**

National income accounting; the basic income-expenditure model; interest rates and economic activity (is-lm); principles of fiscal and monetary policy. Economic growth: A brief overview.

**HRM 2709 Managing Employee Relations (2 units)**

This series of lectures will introduce students to management-employee relations at the collective and at the individual level. At the collective level, it will consider the attitudes and goals and organisation of the parties, the framework of law within which industrial relations is conducted, the working practices and procedures adopted by the parties, and some recent trends and developments in industrial relations in Ireland and Spain, including the growing emphasis on strategic approaches to the management of industrial relations. At the individual level, the following topics will be examined: the nature/changing nature of work, managing flexible organisations and the evolution of the personnel function in contributing to corporate effectiveness; strategic choice facing the personnel function in managing workforces; implementing personnel objectives in today's organisations. The objectives, role and functions of the personnel department will also be reviewed.

**MATH 1704 Mathematics (2 units)**

*Finite Mathematics:*

Description matrices, systems of linear equations, determinants, inverse matrices, application of matrix theory, Markov chains.

*Calculus:*

Description functions, continuity, differentiation, maxima and minima. Partial derivatives, maxima and minima of functions of more than one variable. Lagrange multipliers.

**MIS 1702 Introduction to Computers and Information Systems (1 unit)**

In today's competitive and complex business environments, information systems (IS) and information technology (IT) are essential tools for business organisations. Consequently, computers and information systems have become an important part of our everyday work and social environments. As members of society, it is important to understand what computers and information systems are all about. As future business professionals, it is especially important to know how to use and apply these technologies. The objectives of this course are to provide students with basic knowledge about computers and information systems, and to help them develop the skills needed to use and take advantage of these technologies. The course is comprised of two hours of lectures plus two hours of practical "hands-on" tutorials per week. The topics covered include an overview of computer hardware, operating and applications software, word processing, spreadsheet design, software development, and introduction to the role of information and information systems in business, and discussion of the social impacts of computing.

**MKT 2713 Marketing Management (2 units)**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: How transactions are initiated, motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society, the scope of marketing in the organisation, analytical methods used in marketing analysis, understanding consumer, industrial and service markets, understanding and analysing

competitors and informing marketing decisions. The course will also look at the area of marketing management. Marketing management is concerned with choosing target markets; evaluating customer needs and wants; providing, communicating and delivering products and services to satisfy customers and profit to organisations. The topics covered in the course are: product and service decisions, branding, pricing, marketing communications, distribution, marketing planning and implementation.

<b><i>Second Year (Level 2) Courses</i></b>
---

**ACC 1701 Financial Accounting** (3 units)  
Balance sheet equation; debit credit convention; income measurement; period and adjustments; journals and daybooks including control accounts; preparation of final accounts for retailers, manufacturers, sole traders and companies; published accounts; regulatory framework; companies acts requirements; cash flow statements; partnership accounts including admission and retirement of partners; changes in profit sharing ratios; final accounts; preparation of accounts from incomplete records; bank reconciliations; correction of errors.

**BMGT 1702 Organisational Behaviour** (2 units)  
*(a) Individual Behaviour*  
Theories of motivation and satisfaction and their relation to performance. Practical approaches to motivation. Human abilities and aptitudes – their assessment and acquisition. Cognitive processes – perception, problem-solving and decision-making.  
*(b) Group Behaviour*  
Group formation and development; group structure; leadership; group processes – communication, motivation, decision-making, influence, conflict management.

**BMGT 2701 Business Communications, III** (2 units)  
In this course, the student's knowledge of business English will be developed up to the intermediate level by focusing on current topics, listening to extracts, practising speaking abilities and reading passages through case study, business simulation and role-plays.

**BMGT 2702 Business Communications, IV** (2 units)  
In this course the student's knowledge of business English will be developed up to the upper intermediate level by focusing on English for banking and finance, the Stock Exchange, Human Resource Management, Manufacturing and Marketing. It will also focus on business policy and government and EU topics and provide a structure for understanding and analysing business reports in the press and on television.

**ACC 2706 Spanish Business Law, I** (2 units)  
La Empresa y el Empresario. La Sociedad Mercantil. La Sociedad Anónima. Órganos de la Sociedad Anónima. El Ejercicio Social. La Sociedad de Responsabilidad Limitada. La Sociedad Cooperativa.

**ACC 2707 Spanish Business Law, II (1 unit)**  
El Tráfico de la Empresa. El Contrato Mercantil y su tipología. Los Títulos de crédito: Letra de Cambio, Cheque, Pagaré etc. Tipología de los Contratos Financieros. La Suspensión de Pagos; Requisitos y procedimiento. La Quiebra: concepto y desarrollo legal.

**FIN 2722 Finance (2 units)**  
Joint Stock Company. Principles of Taxation. Present Values and Wealth. Investment Appraisal. Value Additivity. The Cost of Capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency Theory. Gearing. Capital Structure. Dividend Decision. Financial Analysis and Planning. Working Capital Management. Valuation of Options. Mergers and Take-overs. International Financial Management. Valuation of Companies.

**FIN 2718 Quantitative Finance (1 unit)**  
This course covers the fundamental principles of finance; financial capital; financial mathematics; financial transactions. Also covered are: financial systems of capitalisation and simple interest, compound interest, financial applications.

**MIS 1701 Business Statistics (2 units)**  
Introduction to Probability and Statistics for Business.  
Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution. Decision-making under uncertainty and Bayes' law. Sampling with and without replacement. Classical hypothesis testing with applications. Analysis of variance. Multivariate ordinary least squares model. R-squared, t-test of regression coefficients, Durban-Watson statistic, autocorrelation, heteroskedasticity. Time-series models and forecasting models, including stochastic processes. Applications to quality control. (Optional) principal components and factor analysis.

**MIS 2717 Database Systems Development and Information Management (1 unit)**  
Information is a critical resource for business organisations that, like other critical organisational resources, must be well managed. This course examines the business, organisational and technical issues of information management. At the technical level, the course focuses on the use of relational database management tools and techniques for supporting data management and information systems development. There is a substantial practical component to the course, involving the use of contemporary database management software and programming tools to develop database and information systems.

**MIS 2718 Introduction to Management Science (2 units)**  
Management science incorporates both the formulation of mathematical models that encapsulate real world management problems, and the development and application of algorithms or techniques that aim to provide solutions to these problems. The specific topics covered include linear programming, network optimisation, inventory – theory and applications, optimisation theory, applications of optimisation software and spreadsheets, graphical applications and management of databases.

<p style="text-align: center;"><b><i>Third Year (Level 3) Courses</i></b></p>
---

**ACC 2715 Management Accounting (2 units)**  
Overview of management accounting. Different costs for different purposes. Cost accumulation systems: job costing and activity-based costing. Information for decision making: cost behaviour; cost-volume-profit analysis; relevant costs, and decision making with scarce resources. Information for planning and control: the budget process; behavioural issues in budgeting; standard costing; flexible budgets; financial and non- financial measures of performance.

**ACC 2716 Financial Accounting, II (2 units)**  
Corporate governance, financial statement analysis, financial reporting environment, preparation of published accounts, reporting financial performance (FRS 3), traditional accounting conventions, standard setting process, accounting principles, fixed assets, stocks, intangibles, post balance sheet events and contingencies, economic valuation concepts, environmental and social reporting.

**BMGT 2716 Business Logistics and Operations Management (2 units)**  
This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design, customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

**BMGT 3701 Business Communications, V (2 units)**  
The aim of this course is to provide skills, strategies and vocabulary up to the upper-intermediate level. The student will be able to analyse and develop business management skills through case studies. The topics covered are: use and structure of business reports, how to present business information at meetings, understanding the internal functions of departments in a company, transport and delivery terms, international trade terms and manufacturing regulations.

**BMGT 3702 Business Communications, VI (2 units)**  
This is an advanced level course covering a wide range of topics in oral and written modes: developing vocabulary for use in organisations, business language used in developing and presenting business and marketing plans, techniques for conducting business meetings and negotiations. Role plays, simulation exercises, discussions and written assignments are used extensively.

**HRM 3702 Spanish Labour Law, I (1 unit)**  
El Trabajo y su configuración jurídica. El Estatuto de los Trabajadores: naturaleza, estructura y ámbito de aplicación. El Contrato de Trabajo: concepto, naturaleza y clases. Sujetos y contenidos del contrato laboral. Tipos de contratos laborales. Suspensión y extinción de la relación laboral. El despido.

**HRM 3703 Spanish Labour Law, II (1 unit)**  
Los convenios colectivos: naturaleza, sujetos, sistemas de elaboración y negociación. Los conflictos colectivos: planteamiento y resolución. La huelga y el cierre patronal. La solución de los conflictos colectivos: conciliación, mediación y arbitraje. La negociación colectiva. El Sistema de Seguridad Social: General y regímenes especiales.

**ECON 2363 Intermediate Microeconomics (2 units)**  
The theory of consumer and company behaviour. These theoretical tools are used to show the implications for consumer and producer welfare of different market structures (competition, monopoly, oligopoly). The circumstances in which a market economy will operate efficiently, and when it will fail to do so, and the economic role of government, are also discussed.

**MIS 3701 Advanced Topics in MIS (1 unit)**  
This course addresses emerging issues in management information systems, be they related to software, hardware, telecommunications, application philosophies or combinations of these. In recent years, the MIS landscape has been changed by technologies such as groupware, client/server architectures, object oriented techniques in data modelling and systems development, workflow automation, the Internet, the Intranet, electronic commerce and other emerging technologies. A number of these topics will be covered in the course in an attempt to identify their structural characteristics and their applicability in the world of business.

**ECON 2364 Applied Econometrics I (1 unit)**  
This course is an introduction to econometric techniques. The core section of the course relates to methods of estimating single equations using multiple regression.

**ECON 2365 Applied Econometrics II (1 unit)**  
This course applies the techniques covered in ECON 2364 to test the predictions of models frequently used in economics and finance. Topics include applications of the CAPM, estimating consumer demand functions, and the relationship between advertising and sales.

**ECON 2366 International Monetary Economics (1 unit)**  
This course will cover four main areas; (i) the balance of payments and the current account, (ii) exchange rate determination under floating rates, (iii) macroeconomic policy under fixed and floating rates, and (iv) the costs and benefits of exchange rate independence.

**MKT 3701 Marketing Research (1 unit)**  
This course develops skills in questionnaire design, observation techniques, the use of focus groups, acquisition and evaluation of secondary data, analysis and statistical techniques and report writing and presentation of results.

**FIN 3713 Financial Institution Management (1 unit)**  
This course deals with the management of financial institutions with special emphasis on the following: banking and financial institutions theories, bank regulation, risk management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

<p style="text-align: center;"><b><i>Fourth Year (Level 4) Courses</i></b></p>
--

**ACC 3701 Spanish Taxation, I (1 unit)**  
Introducción a los sistemas fiscales. El sistema impositivo español. El Impuesto sobre la Renta de las Personas Físicas. El Impuesto sobre el Patrimonio. El Impuesto sobre Sucesiones y Donaciones. El Impuesto sobre la Renta de Sociedades. El Impuesto sobre Transmisiones Patrimoniales y Actos Jurídicos Documentados.

**ACC 3702 Spanish Taxation, II (1 unit)**  
El Impuesto sobre el Valor Añadido (I.V.A.). Los impuestos especiales y monopolios fiscales. La Renta de Aduanas. Las haciendas territoriales. Los recursos de las haciendas locales. La financiación autonómica. Los recursos de la Seguridad Social.

**BMGT 3712 Strategy Formulation and Implementation (2 units)**  
The concepts of general management and corporate strategy. Models for strategy formulation. Analysis of industries and competitors. Analysis of corporate resources and competitive advantage. Identification and evaluation of strategic alternatives including expansion, diversification and retrenchment. The implementation of strategy. The design of policies and procedures for strategy implementation. Review of current research on the work and behaviour of senior managers in Ireland and elsewhere. Implications of new techniques and practices generally for the management of business enterprises.

**BMGT 3706 The Economic Structures of Spain and the World (3 units)**  
The aim of this course is to increase students' knowledge of the Spanish economy. The different regions of Spain and their economic structures will also be analysed. The analysis will take place in relation to the economic development and trends of other European countries. Other European countries will also be analysed and economies compared and evaluated.

**BMGT 3703 Business Communications, VII (2 units)**  
The last course will present information at an advanced level covering a wide range of areas, both written and oral.

The basic guidelines will be the following: Development of the vocabulary to be used in company relations; development of marketing strategies; techniques to conduct business meetings efficiently; development of role-play or simulation exercises, discussion topics and written assignments.

**ACC 3704 Financial Accounting (1 unit)**  
Accounting for groups: holding subsidiary and associated companies; consolidated balance sheets, consolidated profit and loss accounts; goodwill; statutory, stock exchange and professional requirements; presenting the results of operations. Foreign currency translation. Accounting for leases and hire purchase transactions.

**ACC 3707 Advanced Management Accounting (1 unit)**  
Decision making including strategic management accounting. Establishing costs relationships including the learning curve. Limiting factors and computer applications of linear programming and sensitivity analysis. Capital investment decisions. The concept of uncertainty/risk.

The structure and process of management control. Achieving financial control through budgets including contemporary responsibility accounting and behavioural dimensions of control. Variance calculation and reporting. The control structure including strategic business units (SBUs) and methods of performance evaluation. Transfer pricing.

**FIN 3721 Business and Finance Project (1 unit)**  
This course involves the submission of a major business and financial project.

**FIN 3712 Investment and Portfolio Management (1 unit)**  
This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include: CAPM, APT and security market pricing, option pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 3713 Financial Institution Management (1 unit)**  
The course deals with the management of financial institutions with special emphasis on the following: banking and financial institutions theories, bank regulation, risk management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

**ECON 2366 International Monetary Economics (1 unit)**  
This course will cover four main areas; (i) the balance of payments and the current account, (ii) exchange rate determination under floating rates, (iii) macroeconomic policy under fixed and floating rates, and (iv) the costs and benefits of exchange rate independence.

**BMGT 3713 Managing Change (1 unit)**  
Change and its causes. Unplanned change. Models and processes of planned organisational change. Open systems theory and its relevance to organisations. The diagnosis of organisational problems. Overview of human process, techno-structural, human resource and strategic change interventions. Selecting interventions. Implementing planned change in organisations. Strategic change.

**BMGT 3714 International Business**

**(1 unit)**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business; political risk; multinationals in Ireland. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically planned economies; international finance; role of information technology; structure in international organisations.

**MKT 3703 International Marketing**

**(1 unit)**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**BMGT 3715 Business Project**

**(2 units)**

This project-based course involves the completion of various research assignments. The results of these assignments are usually presented in report form.

## **Degree of Bachelor of Actuarial and Financial Studies**

### ***Regulations***

- 1 The Degree of Bachelor of Actuarial and Financial Studies is a degree of the Faculty of Commerce.
- 2 The Degree may be conferred either as a Pass Degree or as a Degree with Honours.
- 3 Approved courses of study must be attended for at least 12 terms after matriculation.
- 4 Candidates for the Degree must have fulfilled the matriculation requirements of the National University of Ireland by passing the Leaving Certificate Examination of the Department of Education in the following subjects:
  - (i) Irish
  - (ii) English
  - (iii) Another recognised language
  - (iv) Mathematics (a minimum of Grade B3 on the Higher paper at the Leaving Certificate Examination)
  - (v) & (vi) Any two recognised subjects not already selected.
- 5 Candidates for the degree must pass four examinations:  
The First University Examination in Actuarial and Financial Studies.  
The Second University Examination in Actuarial and Financial Studies.  
The Third University Examination in Actuarial and Financial Studies.  
The Final University Examination in Actuarial and Financial Studies.
- 6 The First University Examination in Actuarial and Financial Studies must be passed within two years from the date of entering the course. A business-oriented course in a modern language must be passed as part of the First University Examination in Actuarial and Financial Studies. The Second University Examination in Actuarial and Financial Studies must be passed within two years from the date of entering the second year course. The Third University Examination in Actuarial and Financial Studies must be passed within two years from the date of entering the third year course.
- 7 Candidates will not be allowed to enter the second year course (Level 2) until they have passed the First University Examination. To progress to the third year course (Level 3), students must obtain at least 48 credits from the Level 2 examinations. Candidates will not be allowed to enter the final year course (Level 4) until they have passed the Second University Examination in Actuarial and Financial Studies and have obtained at least 25 credits from the First Semester Level 3 examinations.
- 8 Courses may be semesterised or year-long. There are two examinations associated with each course: the first examination, termed the First Offering, held immediately after the course and the second examination, termed the Second Offering, held at a later date, normally at the end of the subsequent semester for semesterised courses and in Autumn for non-semesterised courses.

Students should note that it is likely that second offering examinations for second semester courses of the previous academic year will be held in the first week of January and in the first week of the second semester.

- 9 Honours may be awarded in each course and in the degree as a whole. The Honours standard in each course will be in accordance with University regulations. Honours in the degree will be awarded on the basis of results in the subjects of Level 2, Level 3 and Level 4. Where a student passes a Level 2, Level 3 and Level 4 examination after more than one attempt, his or her overall mark will be the average of the first examination and the successful examination.
- 10 The Bachelor of Actuarial and Financial Studies is currently in the process of review and it is likely that substantial changes will take place in the programme of study for all levels from the academic year 2004/2005 onwards.

Those students who do not obtain credits associated with a course by the second examination offering in their first cycle of registration for that course, may find that subsequent examination offerings, if any, may not be held at a time which is convenient and they may also find that these subsequent examination offerings may be timetabled at the very same time as other examination offerings which they may still need to take.

<p><i><b>European Credit Transfer System (ECTS)</b></i> <i><b>Credit Scheme for Degree of Bachelor of Actuarial and Financial Studies</b></i></p>
---

**First Year Actuarial and Financial Studies**

<i>Course Title</i>	<i>Credits</i>
MATH 1900     Mathematics	16.0
ECON 1107     Economics	16.0
STAT 1400- 1404     Statistics	16.0
COMP 1605     Computer Science	<u>12.0</u>
	<u>60.0</u>

Note: In addition, a business oriented course in a modern language must be passed as part of the First University Examination in Actuarial and Financial Studies

**Second Year Actuarial and Financial Studies**

<i>Course Title</i>	<i>Credits</i>
ECON 2206 Principles of Macroeconomics	4.0
ECON 2207 Principles of Microeconomics	4.0
FIN 2006 Finance	6.0
ACC 1007 Financial Accounting 1	9.0
MATH 2902 Fundamentals of Actuarial and Financial Mathematics	9.0
STAT 2441 Introduction to Survival Models	4.0
STAT 2405-2407 Statistical Theory	12.0
STAT 2408-2410 Statistical Methods	<u>12.0</u>
	<u>60.0</u>

**Third Year Actuarial and Financial Studies**

<i>Course Title</i>	<i>Credits</i>
FIN 3043 Aspects of Financial Theory	5.0
STAT 3414 Time Series	4.0
STAT 3442 Survival Models – Life Insurance	8.0
STAT 3422 Introduction to Stochastic Models	4.0
ECON 3386 Economics Option	5.0
MIS 3025 Information Management for Actuaries	4.0
STAT 3045 Professional work placement/internship	<u>30.0</u>
	<u>60.0</u>

**Fourth Year Actuarial and Financial Studies**

<i>Course Title</i>	<i>Credits</i>
STAT 4443 Actuarial Mathematics (Life Insurance and Pensions)	10.0
STAT 4437/4439 Stochastic Processes	12.0
STAT 4416-4417 Applied Actuarial Statistics	9.0
ECON 4001 Economics Option	4.0
FIN 3044 Actuarial Investments	9.0
FIN 3045 Financial Economics	10.0
FIN 3027 Financial Management	<u>6.0</u>
	<u>60.0</u>

***Bachelor of Actuarial and Financial Studies Format***

***First Year (Level 1) Courses***

**MATH 1900      Mathematics      (4 units)**

Analysis

Ordered fields. The field of real numbers as a complete ordered field. Accumulation points. Sequences. Rigorous treatment of limit, convergence. Infinite series. Tests for convergence. Limits of functions. Continuous functions, their intermediate value and boundedness properties. Differentiable functions. Mean-value theorem. Taylor's theorem. Applications to maximum and minimum computation and curve-sketching. Power series. Radius of convergence, differentiability. Power series expansions for exponential and trigonometrical functions and their inverses. Riemann integration. Differential equations.

Algebra and Geometry

Matrix algebra. Permutations, sign, parity law. Determinants and their properties. Linear systems, Gauss elimination, Cramer's rule. Eigenvalues, eigenvectors, diagonalizability of matrices. Two-dimensional co-ordinate geometry of straight line, circle, conic. Three-dimensional vector geometry.

**ECON 1107      Economics      (4 units)**

Principles of Macroeconomics

(2 units)

National income accounting, introduction to models of income determination, money, banking and credit, international economic relations, monetary and fiscal policy. Introduction to quantitative methods and their applications in economics.

Principles of Microeconomics

(2 units)

The price system, theory of the firm, factors of production and their markets: microeconomic policy.

**STAT 1400-1404      Statistics      (4 units)**

An Introduction to Statistics and Probability

Descriptive Statistics and Statistical Computing

Types of Variables and Data. Stem-and-Leaf Displays. Frequency Distributions. Histograms. Samples and Populations. Transforming Data. Numerical Summary Measures. Summarising Bivariate Data. Introduction to Statistical Programming and MINITAB.

Introduction to Probability and Statistical Inference

Probability concepts. Random variables and probability distributions. The binomial distribution. The normal distribution. Checking for normality. The distribution of a sample mean. Point and interval estimation using a single sample. Hypotheses and test procedures. Errors in hypothesis testing. Tests for population means and proportions using a single sample. P-values.

An Introduction to Statistical Inference

Statistical Inference and Goodness-of-Fit

Tests and estimation procedures for a difference between two population means or proportions using two independent samples. Tests and estimation procedures for differences using paired

data. Distribution free procedures. One- and two-way frequency tables. Hypothesis testing for proportions and independence. Testing the fit for a population.

Linear Regression and Analysis of Variance

The simple linear regression model. Inferences based on the estimated regression line. Inferences on the population correlation. Checking model adequacy. Single factor ANOVA. Multiple comparisons. Randomized block experiment. Two factor ANOVA.

**COMP 1605 Computer Science (3 units)**

Introduction to Computer Programming (2 units)

Nature of computation; algorithms; correctness and efficiency of algorithms; basic complexity measures; sequence, selection and iteration constructs; program construction using these constructs; reasoning about programs, various methods of problem decomposition; reuse of existing software components.

Introduction to Information Technology (1 unit)

Basic computer hardware; practical usage of current software applications and operating systems; the Internet and World-Wide Web.

**Modern Business Language (2 units)**

A modern business language course concentrating on business issues.

<p style="text-align: center;"><b><i>Second Year (Level 2) Courses</i></b></p>
--

**STAT 2405-2407 Statistical Theory (3 units)**

Statistical Theory I: Probability

Probability theory. Combinatorics. Random variables: univariate, bivariate and multivariate. Moment generating functions. Functions of a random variable. Standard probability laws.

Statistical Theory II: Statistical Inference

(a) Estimation theory: Law of large numbers. Chebyshev inequality. Central limit theorem. Methods of moments and maximum likelihood. Point estimation and interval estimation.

(b) Hypothesis testing: Neyman Pearson Lemma. Likelihood ratio tests.

Statistical Theory III: Bayesian Statistics and Stochastic Processes

Bayesian statistical inference. Stochastic processes. Poisson processes. Birth and death processes. Branching processes.

**STAT 2408-2410 Statistical Methods (3 units)**

Statistical Methods I

Simple linear regression. Hypothesis testing and inferences concerning the regression equation. Polynomial and multiple regression. Regression diagnostics and transformations. Selecting the best regression model.

Statistical Methods II

One- and two-way analysis of variance. Fixed, random and mixed effects models. Contrasts. Interaction. Multiple comparison procedures. Introduction to experimental design. Nonparametric statistics. Introduction to generalized linear models.

Data Analysis and Statistical Software

Data screening and cleaning. The SAS software package for data analysis.

**STAT 2441      An Introduction to Survival Models      (1 unit)**  
Lifetime as a random variable; survival functions; hazard rate models; multiple state models and transition intensities.

**MATH 2902      Fundamentals of Actuarial and Financial Mathematics      (2.5 units)**  
Mathematical applications of the following: theory of interest rates; basic compound interest functions and equations of value; annuities certain; nominal rates of interest; discounted cash flow and measures of investment performance; capital redemption policies; valuation of securities; effect of income and capital gains taxes; introduction to stochastic interest rate models.

**ACC 1007      Financial Accounting 1      (3 units)**  
Introduction to the Context of Accounting; Elements of Financial Statements; The Balance Sheet; The Profit and Loss Account; Recording Transactions; Fixed Assets; Current Assets, Stock, Debtors; Liabilities and Sources of Capital; The Accounting Regulatory Framework; Cash Flow Statements; Financial Information Analysis.

**FIN 2006      Finance      (1.5 units)**  
Joint stock company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio theory. Risk versus return. Sources of finance. Agency theory. Gearing. Capital structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**ECON 2206      Principles of Macroeconomics      (1 unit)**  
An intermediate level course in macroeconomics.

**ECON 2207      Principles of Microeconomics      (1 unit)**  
An intermediate level course in microeconomics.

<b><i>Third Year (Level 3) Courses</i></b>
--

*First Semester:*

**STAT 3414      Time Series      (1 unit)**  
Characteristics of time series. Autocorrelation and cross-correlation function. Stationary time series. Autoregressive and moving average processes. Nonstationary time series. Model specification and estimation. Model diagnostics. Forecasting. Special topics.

**STAT 3442      Survival Models – Life Insurance      (2.5 units)**  
Survival models and the life table. Estimating the lifetime distribution  $F_x(t)$ . The Cox regression model. The two-state Markov model. The general Markov model. Binomial and Poisson models. Graduation and statistical tests. Methods of graduation. Exposed to risk. The evaluation of assurances and annuities. Premiums and reserves.

**STAT 3422      Introduction to Stochastic Mathematics      (1 unit)**  
An introduction to the classification and simulation of stochastic processes. Discrete and continuous time models. Stochastic calculus.

**MIS 3025 Information Management for Actuaries (1 unit)**  
Types of information system, data integrity, database management, data security, privacy and social issues arising from data storage and collection. This course includes an important practical component with exercises in Excel and Access, including Visual Basic applications.

**FIN 3043 Aspects of Financial Theory (1.5 units)**  
This course introduces students to the main emphasis of modern financial theory with particular reference to capital market consumption and investment decisions; utility theory; portfolio optimisation, equilibrium financial asset pricing models and the pricing of contingent claims.

**ECON 3386 Economics Option (1.5 unit)**  
A final year Economics course selected from available recommended options.

Second Semester:

**STAT 3450 Work Experience**  
Students will undergo relevant supervised work experience for six months.

<b><i>Fourth Year (Level 4) Courses</i></b>
---

**STAT 4443 Actuarial Mathematics (Life Insurance and Pensions) (2.5 units)**  
Select Mortality. Life Insurance and Sickness Contracts. Gross premiums and Reserves. Discounting Emerging Cost Techniques. Asset Shares. Guarantees under Life Insurance Contracts. Factors affecting mortality. Population projection. Valuation of benefits.

**STAT 4437/4439 Stochastic Processes (4 units)**  
Stochastic Processes II  
General principles of stochastic processes. Markov chains. Markov processes. Monte-Carlo simulation of stochastic processes.

Stochastic Processes III  
Gauss Wiener processes and Levy processes. Special topics in time series models. Stochastic actuarial modelling.

**STAT 4416-4417 Applied Actuarial Statistics (2 units)**  
Actuarial Statistics I  
Decision Theory. Loss distributions. Run Off Triangles and Experience Rating Systems. Introduction to Generalised Linear Models.

Actuarial Statistics II  
Risk Models. Ruin Theory. Bayesian Statistics. Credability Theory.

**FIN 3044 Actuarial Investments (2 units)**  
Characteristics of the main investment assets and their markets; investment indices; market behaviour; legislative and regulatory framework; investment management objectives; individual asset and portfolio valuation; portfolio strategy and management including risk control; performance measurement.

**FIN 3045 Financial Economics (2 units)**  
Utility theory. Stochastic dominance. Measures of investment risk. Portfolio theory. Asset liability modelling. The Efficient Markets Hypothesis. Introduction to the valuation of derivative securities. The Black-Scholes analysis and arbitrage free pricing. Numerical procedures used in derivative pricing and valuation.

**FIN 3027 Financial Management (1.5 unit)**  
This is a case study course applying the techniques learned by students in FIN 2006. Topics include financial analysis and planning, cost of capital, capital structure, project appraisal, working capital management and mergers and acquisitions.

**ECON 4001 Economics Option (1 unit)**  
A final year Economics course selected from available recommended options.

### ***Programme Structure, Examination Requirements and Marks and Standards***

The programme is full time over four years. Candidates must pass the First University Examination in order to progress to Level 2. To progress to the third year course (Level 3), students must obtain at least 48 credits from the Level 2 examinations. Candidates will not be allowed to enter the final year course (Level 4) until they have passed the Second University Examination in Actuarial and Financial Studies and have obtained at least 25 credits from the First Semester Level 3 examinations. Honours may be awarded in each course and in the degree as a whole. Honours in the degree will be awarded on the basis of a weighted average of the results in Level 2 (20%), Level 3 (20%) and Level 4 (60%). To pass a course, students must obtain a minimum mark of 40% Where a student passes a Level 2, Level 3 or Level 4 examination after more than one attempt, his or her contributing mark will be the average of the first examination and the successful examination or 40%, whichever is the greater. Deferrals of exams are not permitted except in grave circumstances.

In Level 1, students must pass each of the subjects: Mathematics, Economics, Statistics, Computer Science and a Modern Business Language. Examinations in Year One will be given in the summer with repeats in the autumn.

## Degree of Bachelor of Business Studies (Industrial Relations/Human Resources) through Distance Learning

The Bachelor of Business Studies (BBS) in Industrial Relations/Human Resources is delivered through distance learning with attendance on campus, on a block release basis, a requirement in each year of the programme. Enquiries should be addressed to the Distance Learning Unit at telephone: 01-716 4749.

The programme contains three levels of study. Level 1 comprises eight courses and on their successful completion, a Diploma in Business Studies is awarded. Levels 2 and 3 each take a year to complete and the degree (BBS) is awarded on the successful completion of Levels 2 and 3 examinations.

### *Requirements*

Eligibility may be attained on the basis of fulfilling the Matriculation requirements of the National University of Ireland and also on the basis of mature years.

*Application on Basis of Matriculation Requirements:*

The minimum age for entry into the programme is twenty-one years on the 1st January of the proposed year of entry, with students having fulfilled the Matriculation requirements of the National University of Ireland.

Students must have fulfilled the matriculation requirements by passing the Leaving Certificate Examination of the Department of Education and Science in the following subjects:

- Irish
- English
- Another language accepted for matriculation
- Mathematics
- Any two subjects accepted for matriculation not already selected

Candidates who have taken their school-leaving examinations prior to 1972 and who do not meet the above requirements must fulfil the matriculation requirements in the following subjects:

- Irish
- English
- Latin or Greek or a modern continental language
- Mathematics
- Another subject accepted for matriculation not already selected

*Application on Basis of Mature Years:*

Eligibility for entry to the programme may also be considered on the basis of mature years in which case a minimum age of twenty-one years on the 1st January of the proposed year of entry will apply. In general, applicants will be considered on the basis of academic aptitude and relevant work experience. An interview may form part of the selection procedure.

<p style="text-align: center;"><b><i>Regulations</i></b></p>
--

1. The degree is composed of a number of courses which are given at three levels. Level 1 is composed of eight courses which are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 courses are taken in the final stages of the degree programme.
2. Courses are taken individually. The pass mark in each course is 40% and no compensation is allowed. The award of a pass mark in a course is subject to the additional regulations concerning continuous assessment and project-based courses.
3. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.
4. Where a mark is given for course work in a subject, a pass mark will not be awarded for the subject unless at least 35% is attained in the written examination in that subject.
5. Progression from level to level: Progress from Level 1 to Level 2 is conditional on the satisfactory completion of all courses under Level 1. Progress from Level 2 to Level 3 is conditional on the satisfactory completion of all courses under Level 2. The Programme Committee may waive this rule in exceptional circumstances.
6. Exemptions from Level 1 may be permitted at the discretion of the Programme Committee, in the case of holders of an equivalent qualification from an acceptable academic institution.

***Summary of Courses for the Diploma  
in Business Studies (Industrial Relations/Human  
Resources)***

<b>Level 1</b>	<b>Courses</b>	
	ACC 1706	Principles of Accounting and Financial Management
	BMGT 1709	Organisational Behaviour
	HRM 1704	Institutions and Industrial Relations Practice in Ireland
	HRM 1705	Labour Law: the Constitution and Statute Law
<i>or</i>	ACC 1707	Business Law
	ECON 1101	Principles of Economics
	BMGT 1719	Principles of Management
	HRM 1706	Employment Legislation
<i>or</i>	HRM 1703	Trade Union History and Organisational Development
	HRM 1707	Introduction to Human Resource Management

***Summary of Courses for the Bachelor of Business Studies  
(Industrial Relations/Human Resources)***

Each level of the degree programme contains courses to the value of 60 credits in accordance with European Union standards, namely the European Credit Transfer System (ECTS). The credits are assigned as follows:

<b>Level 1</b>	<b>Courses</b>	<b>Credits</b>	
	ACC 1706	Principles of Accounting and Financial Management	7.5
	BMGT 1709	Organisational Behaviour	7.5
	HRM 1704	Institutions and Industrial Relations Practice in Ireland	7.5
	HRM 1705	Labour Law: the Constitution and Statute Law	7.5
<i>or</i>	ACC 1707	Business Law	7.5
	ECON 1101	Principles of Economics	7.5
	BMGT 1719	Principles of Management	7.5
	HRM 1706	Employment Legislation	7.5
<i>or</i>	HRM 1703	Trade Union History and Organisational Development	7.5
	HRM 1707	Introduction to Human Resource Management	7.5
	<b>Total</b>		<b>60</b>

After Level 1 a Diploma will be awarded.

---

---

**Commerce – Undergraduate**

---

<b>Level 2</b>	<b>Courses</b>	<b>Credits</b>
	ECON 1201 Economic Policy and the Global Environment	12
	HRM 2716 Managing Diversity in Employment	12
	BMGT 2726 Leadership and the Management of Change	12
	HRM 2706 Human Resource Management Strategy and Policy	12
	HRM 2705 Labour Management Negotiation (Project-based)*	12 }
or	HRM 2710 Human Resource Management Techniques (Project-based)*	12 }
	<b>Total</b>	<b>60</b>

\* An oral examination may be required at the discretion of the Programme Director.

<b>Level 3</b>	<b>Courses</b>	<b>Credits</b>
	BMGT 3716 Business Strategy	12
	HRM 3705 European Industrial Relations and Human Resource Management	12
	HRM 3707 Human Resource Development	12
	HRM 3706 Critical Issues in Industrial Relations and Human Resource Management in Ireland	12
	HRM 3708 Research Assignment*	<u>12</u>
	<b>Total</b>	<b>60</b>

\* An oral examination may be required at the discretion of the Programme Director.

<b><i>Examination Regulations</i></b>
---------------------------------------

For degree honours classification, a weight of 1/2 will be given to Level 2 examinations and 1/2 to Level 3 examinations. The honours classifications are as follows:

First Class Honours:	70% of aggregate weighted grades
Second Class Honours, Grade I:	62% of aggregate weighted grades
Second Class Honours, Grade II:	55% of aggregate weighted grades

<b><i>Description of Courses for the Bachelor of Business Studies (Industrial Relations/Human Resources)</i></b>
--

<b>Level 1</b>
----------------

**ACC 1706 Principles of Accounting and Financial Management**

The nature and purpose of accounting; users of accounting information; main types of business organisation; difference between bookkeeping and accounting; difference between an Auditor and an Accountant; Trading, Profit and Loss accounts and Balance Sheet; adjustments to the Accounts; Cash Flow Statements; Interpretation of Accounts.

**ECON 1101 Principles of Economics**

Production, Growth, and Trade; Demand and Supply; Elasticity; Efficiency and Equity; Markets in Action; Organising Production; Output and Costs; Competition; Monopoly; Demand and Supply in Factor Markets; Labour Markets; Market Failure and Public Choice; Regulation and Privatisation; Microeconomics; Measuring GDP; Inflation and Economic Growth; Employment and Unemployment; Aggregate Supply and Aggregate Growth; Expenditure Multipliers; Fiscal Policy; Money; The Central Bank and Monetary Policy; Fiscal and Monetary Interactions; Macroeconomics Policy Challenges.

**BMGT 1719 Principles of Management**

Introduction to Business; The Business Environment; Management; Planning; Organisation; Directing; Control; Marketing; Finance; Production/Operations; The Human Resource Department; Change.

**BMGT 1709 Organisational Behaviour**

Introduction to Organisational Behaviour; Individual Behaviour; Motivation; Application of Motivation Theories: Reward systems and Job design; Group Behaviour and Work Teams; Conflict and Negotiation; Communication; Leadership; Power and Politics; Organisational Structure and Culture; Organisational Change.

**HRM 1707 Introduction to Human Resource Management**

Human Resource Management (HRM) in Context; What is HRM?; Managing Human Resource Flows; Staffing the Organisation; Managing Employee Performance; The Management of Reward Systems; Developing Employee Resources; Internationalisation and HRM.

**HRM 1703 Trade Union History and Organisational Development**

Trade Union Growth and Decline in Ireland; 1800-1829: The early nineteenth-century Irish working class and the emergence of trade unionism; Daniel O'Connell and the Trade Unions; 1850-1882 Uneven development, Fenianism and the Irish trade unions; 1880-1900 The "New" unions, new politics and Parnell; 1900-1914: James Larkin and the ITGWU; James Connolly 1868-1914; 1914-1916: War and Revolution; 1916-1923: Labour and the war of independence; Trade Unions in Ireland 1923-1945; Trade Unions in Ireland 1945-1960s.

**ACC 1707 Business Law**

The Irish Legal System; Sale of Goods; Company Law; Contract Law.

**HRM 1705 Labour Law: The Constitution and Statute Law**

Introduction to Trade Union Law; Freedom of Association; Legal Framework Surrounding Trade Unions; The Law Of Trade Union Membership; The Legal Liability of Strike Organisers and the Legal Liability of Trade Unions; The Employer's Remedies for Damage Caused by Industrial Action; The Law relating to the Industrial Picket; The potential legal liabilities of an employee for participating in industrial action; The Resolution of Industrial Disputes; Employee Participation.

**HRM 1704 Institutions and Industrial Relations Practice in Ireland**

Irish Industrial Relations: Key features of the Voluntarist system; Trade Union Organisation & Membership; The Management of Industrial Relations; The Public Sector; Pay, Partnership and Developments at Enterprise; Equality Issues; Procedures and Third Parties; Multinational Companies (MNCs) and IR practice; The European Union and Industrial Relations.

**HRM 1706 Employment Legislation**

An Introduction to the Irish Legal System; The Contract of Employment; Statutory Employment Protection; Unfair Dismissals; Redundancy; Maternity, Adoptive and Parental Leave; Equality; Equal Pay; Equal Treatment; Health & Safety.

<b>Level 2</b>
----------------

**BMGT 2726 Leadership and the Management of Change**

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. Other topics covered include: Changes and its causes. Unplanned change. Models and processes of planned organisational change. Open systems theory and its relevance to organizations. The diagnosis of organisational problems. Overview of human process, techno-structural, human resource and strategic change interventions. Selecting interventions. Implementing planned change in organisations. Strategic change.

**ECON 1201 Economic Policy and the Global Environment**

The Supply Side of the Economy; The Demand Side of the Economy; Targets and Instruments of Policy; Fiscal Policy – Ireland; Fiscal Policy – EMU; Stability Pact; Unemployment (including minimum wage legislation); Incomes Policies; Monetary Policy; Exchange Rate Policies; Supply Side of the Economy; Labour Force – Education; Capital Stock – Investment and Research; Market System – Competition and Regulation; Education and Economic Growth; Industrial Policy; Competition Policy.

**HRM 2716 Managing Diversity in Employment**

Patterns of the labour force in Ireland and other European countries, theories of labour market gender and racial segregation, the sexual division of labour in various industries, remedies for inequality, including legislation at domestic and EU levels, employer and trade union initiatives and the practice of equal opportunities and managing diversity.

**HRM 2706 Human Resource Management: Strategy and Policy**

Introduction to Human Resource Management; Human Resource Management in context; The Flexibility Debate; Human Resource Planning; Recruitment and Selection; Reward and Performance Management; Human Resource Management and the Management of Change; Communication; Topical Issues in Human Resource Management.

**HRM 2705 Labour Management Negotiation (project-based)**

The course is a project-based module. Students conduct a critical examination of a significant bargaining episode from Irish industrial relations practice. Selected readings on the theory and practice of labour management negotiations are examined. These assist students with their collection of data surrounding the episode and in structuring the analysis and conclusions.

**HRM 2710 Human Resource Management Techniques (project-based)**

The course is a project-based module. Students are required to evaluate a problem or an issue, with human resource management implications, of concern in a selected organisation. The project provides students with an opportunity to examine a 'live' human resource issue or problem, to collect and analyse relevant data, to draw conclusions and to make recommendations for the modification and/or change of a particular human resource practice.

<b>Level 3</b>
----------------

**BMGT 3716 Business Strategy**

Corporate Strategy: an Introduction; Strategic Management in Practice; Analysing the environment; Resources, competences and strategic capability; Stakeholders expectations and strategic capability; Bases of Strategic Choice; Strategic options: direction and methods of development; Strategy evaluation and selection; Organisational structure and design; Resource allocation and control; Managing strategic change.

**HRM 3705 European Industrial Relations and Human Resource Management**

Industrial Relations are examined in selected European countries in terms of Collective Bargaining, Employers & Employers Associations; The Role of the State; Trade Unions; Strikes & Industrial Conflict.

**HRM 3707 Human Resource Development**

Context of HRD; HRD as a crucial business process; HRD as an integrative activity; Stakeholders in HRD/partnerships; HRD function; Formulating HRD goals and strategy; HRD in the context of employee flow; Learning; Designing and delivering HRC processes and activities; Evaluation and assessment of outcomes and investment; Ethical practice.

**HRM 3706 Critical Issues in Industrial Relations and Human Resource Management in Ireland**

Social Partnership and Employee Involvement in the Workplace; Irish Industrial Relations and Foreign-Owned Multinational Companies; The Individualization of Irish Industrial Relations?; Where now, Irish Industrial Relations?

**HRM 3708 Research Assignment**

The course is a project-based module. Students research a selected topic in industrial relations/human resource management. The project covers the examination of relevant literature; research design; data analysis and findings; and conclusions.

## Degree of Bachelor of Business Studies (Management) through Distance Learning

The Bachelor of Business Studies (BBS) in Management is delivered through distance learning with attendance on campus, on a block release basis, a requirement in each year of the programme. Enquiries should be addressed to the Distance Learning Unit at telephone: 01-716 4749.

The programme contains three levels of study. Level 1 comprises eight courses and on their successful completion, a Diploma in Business Studies is awarded. Levels 2 and 3 each take a year to complete and the degree (BBS) is awarded on the successful completion of Levels 2 and 3 examinations.

### *Entry Requirements*

Eligibility may be attained on the basis of fulfilling the Matriculation requirements of the National University of Ireland and also on the basis of mature years.

#### **Application on Basis of Matriculation Requirements:**

The minimum age for entry into the programme is twenty-one years on the 1st January of the proposed year of entry, with students having fulfilled the Matriculation requirements of the National University of Ireland.

Students must have fulfilled the matriculation requirements by passing the Leaving Certificate Examination of the Department of Education and Science in the following subjects:

- Irish
- English
- Another language accepted for matriculation
- Mathematics
- Any two subjects accepted for matriculation not already selected

Candidates who have taken their school-leaving examinations prior to 1972 and who do not meet the above requirements must fulfil the matriculation requirements in the following subjects:

- Irish
- English
- Latin or Greek or a modern continental language
- Mathematics
- Another subject accepted for matriculation not already selected

#### **Application on Basis of Mature Years:**

Eligibility for entry to the programme may also be considered on the basis of mature years in which case a minimum age of twenty-one years on the 1st January of the proposed year of entry will apply. In general, applicants will be considered on the basis of academic aptitude and relevant work experience. An interview may form part of the selection procedure.

### ***Regulations***

1. The degree is composed of a number of courses which are given at three levels. Level 1 is composed of eight courses which are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 courses are taken in the final stages of the degree programme.
2. Courses are taken individually. The pass mark in each course is 40% and no compensation is allowed. The award of a pass mark in a course is subject to the additional regulations concerning continuous assessment and project-based courses.
3. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.
4. Where a mark is given for course work in a subject, a pass mark will not be awarded for the subject unless at least 35% is attained in the written examination in that subject.
5. Progression from level to level: Progress from Level 1 to Level 2 is conditional on the satisfactory completion of all courses under Level 1. Progress from Level 2 to Level 3 is conditional on the satisfactory completion of all courses under Level 2. The Programme Committee may waive this rule in exceptional circumstances.
6. Exemptions from Level 1 may be permitted at the discretion of the Programme Committee, in the case of holders of an equivalent qualification from an acceptable academic institution.

### ***Summary of Courses for the Diploma in Business Studies (Management)***

<b>Level 1</b>	<b>Courses</b>
ACC 1711	Principles of Accounting and Financial Management
BMGT 1715	Organisational Behaviour
BMGT 1717	Business Environment
BMGT 1718	Business Research and Statistics
ACC 1712	Business Law
ECON 1203	Principles of Economics
BMGT 1716	Principles of Management
HRM 1712	Introduction to Human Resource Management

<p style="text-align: center;"><b><i>Summary of Courses for the Bachelor of Business Studies (Management)</i></b></p>
---

Each level of the degree programme contains courses to the value of 60 credits in accordance with European Union standards, namely the European Credit Transfer System (ECTS). The credits are assigned as follows:

<b>Level 1</b>	<b>Courses</b>	<b>Credits</b>
	ACC 1711 Principles of Accounting and Financial Management	7.5
	BMGT 1715 Organisational Behaviour	7.5
	BMGT 1717 Business Environment	7.5
	BMGT 1718 Business Research and Statistics	7.5
	ACC 1712 Business Law	7.5
	ECON 1203 Principles of Economics	7.5
	BMGT 1716 Principles of Management	7.5
	HRM 1712 Introduction to Human Resource Management	<u>7.5</u>
	<b>Total</b>	<b>60</b>

After Level 1 a Diploma will be awarded.

<b>Level 2</b>	<b>Courses</b>	<b>Credits</b>
	BMGT 2723 International Business	12
	BMGT 2722 Leadership and the Management of Change	12
	BMGT 2724 Technology Management	12
	MKT 2715 Marketing Management	12
	FIN 2721 Financial Management	<u>12</u>
	<b>Total</b>	<b>60</b>

<b>Level 3</b>	<b>Courses</b>	<b>Credits</b>
	BMGT 3723 Business Strategy	12
Four subjects to be selected from:		
	MIS 3712 Management Information Systems	12
	BMGT 3724 Operations Management	12
	BMGT 3725 Entrepreneurship	12
	MKT 3704 International Marketing	12
	FIN 3723 Security Analysis and Portfolio Management	12
	FIN 3724 Treasury and Risk Management	12
	MIS 3713 Electronic Commerce	12
	BMGT 3726 Project Planning and Control	12
	MKT 3705 Consumer and Buyer Behaviour	12
	MKT 3706 Marketing Communications	<u>12</u>
	<b>Total</b>	<b>60</b>

### ***Examination Regulations***

For degree honours classification, a weight of 1/2 will be given to Level 2 examinations and 1/2 to Level 3 examinations. The honours classifications are as follows:

First Class Honours:	70% of aggregate weighted grades
Second Class Honours, Grade I:	62% of aggregate weighted grades
Second Class Honours, Grade II:	55% of aggregate weighted grades

### ***Description of Courses for the Bachelor of Business Studies (Management)***

#### **Level 1**

##### **ACC 1711 Principles of Accounting and Financial Management**

The nature and purpose of accounting; users of accounting information; main types of business organisation; difference between bookkeeping and accounting; difference between an Auditor and an Accountant; Trading, Profit and Loss accounts and Balance Sheet; adjustments to the Accounts; Cash Flow Statements; Interpretation of Accounts.

##### **ECON 1203 Principles of Economics**

Production, Growth, and Trade; Demand and Supply; Elasticity; Efficiency and Equity; Markets in Action; Organising Production; Output and Costs; Competition; Monopoly; Demand and Supply in Factor Markets; Labour Markets; Market Failure and Public Choice; Regulation and Privatisation; Microeconomics; Measuring GDP; Inflation and Economic Growth; Employment and Unemployment; Aggregate Supply and Aggregate Growth; Expenditure Multipliers; Fiscal Policy; Money; The Central Bank and Monetary Policy; Fiscal and Monetary Interactions; Macroeconomics Policy Challenges.

##### **BMGT 1716 Principles of Management**

Introduction to Business; The Business Environment; Management; Planning; Organisation; Directing; Control; Marketing; Finance; Production/Operations; The Human Resource Department; Change.

##### **BMGT 1715 Organisational Behaviour**

Introduction to Organisational Behaviour; Individual Behaviour; Motivation; Application of Motivation Theories: Reward systems and Job design; Group Behaviour and Work Teams; Conflict and Negotiation; Communication; Leadership; Power and Politics; Organisational Structure and Culture; Organisational Change.

**HRM 1712 Introduction to Human Resource Management**

Human Resource Management (HRM) in Context; What is HRM?; Managing Human Resource Flows; Staffing the Organisation; Managing Employee Performance; The Management of Reward Systems; Developing Employee Resources; Internationalisation and HRM.

**ACC 1712 Business Law**

The Irish Legal System; Sale of Goods; Company Law; Contract Law.

**BMGT 1717 Business Environment**

The structure of output and employment in business: Comparative structures of business in other countries. Analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution.

**BMGT 1718 Business Research and Statistics**

The general objective of this course is to introduce students to the methods of research. Topics covered: The research process; reviewing literature; research design; the case method; action research; survey methodology; company analysis; current themes in management; introduction to Probability and Statistics for Business. Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution.

<b>Level 2</b>
----------------

**BMGT 2722 Leadership and the Management of Change**

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. Other topics covered include: Changes and its causes. Unplanned change. Models and processes of planned organisational change. Open systems theory and its relevance to organizations. The diagnosis of organisational problems. Overview of human process, techno-structural, human resource and strategic change interventions. Selecting interventions. Implementing planned change in organisations. Strategic change.

**BMGT 2724 Technology Management**

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

**MKT 2715 Marketing Management**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: how transactions are initiated,

motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society; the scope of marketing in the organisation; analytical methods used in marketing analysis; understanding consumer, industrial and service market; understanding and analysing competitors and informing marketing decisions.

**FIN 2721 Financial Management**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital Structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**BMGT 2723 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically planned economies; international finance; role of information technology; structure in international organisations.

<b>Level 3</b>
----------------

**BMGT 3723 Business Strategy**

Corporate Strategy: an Introduction; Strategic Management in Practice; Analysing the environment; Resources, competences and strategic capability; Stakeholders expectations and strategic capability; Bases of Strategic Choice; Strategic options: direction and methods of development; Strategy evaluation and selection; Organisational structure and design; Resource allocation and control; Managing strategic change.

**MIS 3712 Management Information Systems**

Information systems and information technology are essential resources for business organisations. This course begins by identifying the strategic and organisational roles of information technology, and then proceeds to examine the processes of information systems development (requirements analysis, methodologies, tools and techniques) and information systems implementation (approaches, roles, responsibilities, risk and change management).

**BMGT 3724 Operations Management**

This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design,

customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

**BMGT 3725 Entrepreneurship**

Strategic positioning of the new firm; preparing the plans for marketing, operations, people and finance. The course will also deal with new venture launch, corporate renewal and corporate turnaround. Models of the new venture formation process; entrepreneurs; new business ideas; innovation; environmental analysis; supports and incentives for entrepreneurship. The course will include lectures, case studies and an individual project.

**MKT 3704 International Marketing**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**FIN 3723 Security Analysis and Portfolio Management**

This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include; CAPM, APT and security market pricing, option pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 3724 Treasury and Risk Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**MIS 3713 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.

**BMGT 3726 Project Planning and Control**

This course is designed to aid students whose career objectives include Business Consultancy, Change Management and Project Management. 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.

**MKT 3705 Consumer and Buyer Behaviour**

In the first part of this course, concern rests with consumer buying behaviour: what consumers buy, why they buy, when, where and how they buy. The course examines consumers as individuals, in their social and cultural setting, and in their decision-making processes. In the second part of the course, the buying behaviour of organizations, the network of relationships among buyers and sellers, partners and governments, how strategies are formed in industrial markets, and how the marketing mix for industrial products may be developed and implemented are examined.

**MKT 3706 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, media advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

## **Degree of Bachelor of Business Studies (Management) through Distance Learning (Hong Kong and Singapore)**

The Bachelor of Business Studies (BBS) in Management is delivered through distance learning with attendance, on a block release basis, a requirement in each year of the programme. Enquiries should be addressed to the Distance Learning Unit at telephone: +353-1-716 4749.

The programme contains three levels of study. Level 1 comprises eight courses and on their successful completion, a Diploma in Business Studies is awarded. Levels 2 and 3 each take a year to complete and the degree (BBS) is awarded on the successful completion of Levels 2 and 3 examinations.

### ***Regulations***

1. The degree is composed of a number of courses which are given at three levels. Level 1 is composed of eight courses which are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 courses are taken in the final stages of the degree programme.
2. Courses are taken individually. The pass mark in each course is 40% and no compensation is allowed. The award of a pass mark in a course is subject to the additional regulations concerning continuous assessment and project-based courses.
3. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.
4. Where a mark is given for course work in a subject, a pass mark will not be awarded for the subject unless at least 35% is attained in the written examination in that subject.
5. Progression from level to level: Progress from Level 1 to Level 2 is conditional on the satisfactory completion of all courses under Level 1. Progress from Level 2 to Level 3 is conditional on the satisfactory completion of all courses under Level 2. The Programme Committee may waive this rule in exceptional circumstances.
6. Exemptions from Level 1 may be permitted at the discretion of the Programme Committee, in the case of holders of an equivalent qualification from an acceptable academic institution.

***Summary of Courses for the Diploma  
in Business Studies (Management) (Hong Kong and  
Singapore)***

**Level 1**

<i>Singapore</i>	<i>Hong Kong</i>	<i>Courses</i>
ACC 1714	ACC 1713	Principles of Accounting and Financial Management
BMGT 2708	BMGT 2706	Organisational Behaviour
BMGT 1723	BMGT 1722	Business Environment
BMGT 1725	BMGT 1724	Business Research and Statistics
ACC 1716	ACC 1715	Business Law
ECON 1402	ECON 1401	Principles of Economics
BMGT 1727	BMGT 1726	Principles of Management
HRM 1714	HRM 1713	Introduction to Human Resource Management

***Summary of Courses for the Bachelor of Business Studies  
(Management) (Hong Kong and Singapore)***

Each level of the degree programme contains courses to the value of 60 credits in accordance with European Union standards, namely the European Credit Transfer System (ECTS). The credits are assigned as follows:

**Level 1**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 1714	ACC 1713	Principles of Accounting and Financial Management	7.5
BMGT 2708	BMGT 2706	Organisational Behaviour	7.5
BMGT 1723	BMGT 1722	Business Environment	7.5
BMGT 1725	BMGT 1724	Business Research and Statistics	7.5
ACC 1716	ACC 1715	Business Law	7.5
ECON 1402	ECON 1401	Principles of Economics	7.5
BMGT 1727	BMGT 1726	Principles of Management	7.5
HRM 1714	HRM 1713	Introduction to Human Resource Management	7.5
<b>Total</b>			<b>60</b>

After Level 1 a Diploma will be awarded.

---

---

**Commerce – Undergraduate**

---

**Level 2**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2714	BMGT 2711	International Business	12
BMGT 2730	BMGT 2729	Leadership and the Management of Change	12
BMGT2732	BMGT2731	Technology Management	12
MKT 2706	MKT 2703	Marketing Management	12
FIN 2724	FIN 2723	Financial Management	12
<b>Total</b>			<b>60</b>

**Level 3**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2734	BMGT 2733	Business Strategy	12
Four subjects to be selected from:			
MIS 2708	MIS 2705	Management Information Systems	12
BMGT 2709	BMGT 2707	Operations Management	12
BMGT 2736	BMGT 2735	Entrepreneurship	12
MKT 2707	MKT 2704	International Marketing	12
FIN 2716	FIN 2714	Securities Analysis and Portfolio Management	12
FIN 2717	FIN 2715	Treasury and Risk Management	12
MIS 2711	MIS 2709	Electronic Commerce	12
BMGT 2715	BMGT 2712	Project Planning and Control	12
MKT 2708	MKT 2705	Consumer and Buyer Behaviour	12
MKT 2712	MKT 2710	Marketing Communications	12
<b>Total</b>			<b>60</b>

<b><i>Examination Regulations</i></b>
---------------------------------------

For degree honours classification, a weight of 1/2 will be given to Level 2 examinations and 1/2 to Level 3 examinations. The honours classifications are as follows:

First Class Honours:	70% of aggregate weighted grades
Second Class Honours, Grade I:	62% of aggregate weighted grades
Second Class Honours, Grade II:	55% of aggregate weighted grades

**Description of Courses for the Bachelor of Business  
Studies (Management)**

**Level 1**

**ACC 1714/1713 Principles of Accounting and Financial Management**

The nature and purpose of accounting; users of accounting information; main types of business organisation; difference between bookkeeping and accounting; difference between an Auditor and an Accountant; Trading, Profit and Loss accounts and Balance Sheet; adjustments to the Accounts; Cash Flow Statements; Interpretation of Accounts.

**ECON 1402/1401 Principles of Economics**

Production, Growth, and Trade; Demand and Supply; Elasticity; Efficiency and Equity; Markets in Action; Organising Production; Output and Costs; Competition; Monopoly; Demand and Supply in Factor Markets; Labour Markets; Market Failure and Public Choice; Regulation and Privatisation; Microeconomics; Measuring GDP; Inflation and Economic Growth; Employment and Unemployment; Aggregate Supply and Aggregate Growth; Expenditure Multipliers; Fiscal Policy; Money; The Central Bank and Monetary Policy; Fiscal and Monetary Interactions; Macroeconomics Policy Challenges.

**BMGT 1727/1726 Principles of Management**

Introduction to Business; The Business Environment; Management; Planning; Organisation; Directing; Control; Marketing; Finance; Production/Operations; The Human Resource Department; Change.

**BMGT 2708/2706 Organisational Behaviour**

Introduction to Organisational Behaviour; Individual Behaviour; Motivation; Application of Motivation Theories: Reward systems and Job design; Group Behaviour and Work Teams; Conflict and Negotiation; Communication; Leadership; Power and Politics; Organisational Structure and Culture; Organisational Change.

**HRM 1714/1713 Introduction to Human Resource Management**

Human Resource Management (HRM) in Context; What is HRM?; Managing Human Resource Flows; Staffing the Organisation; Managing Employee Performance; The Management of Reward Systems; Developing Employee Resources; Internationalisation and HRM.

**ACC 1716/1715 Business Law**

The Irish Legal System; Sale of Goods; Company Law; Contract Law.

**BMGT 1723/1722 Business Environment**

The structure of output and employment in business: Comparative structures of business in other countries. Analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution.

**BMGT 1725/1724 Business Research and Statistics**

The general objective of this course is to introduce students to the methods of research. Topics covered: The research process; reviewing literature; research design; the case method; action research; survey methodology; company analysis; current themes in management; introduction to Probability and Statistics for Business. Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution.

<b>Level 2</b>
----------------

**BMGT 2730/2729 Leadership and the Management of Change**

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. Other topics covered include: Changes and its causes. Unplanned change. Models and processes of planned organisational change. Open systems theory and its relevance to organizations. The diagnosis of organisational problems. Overview of human process, techno-structural, human resource and strategic change interventions. Selecting interventions. Implementing planned change in organisations. Strategic change.

**MIS 2732/2731 Technology Management**

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

**MKT 2706/2703 Marketing Management**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: how transactions are initiated, motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society; the scope of marketing in the organisation; analytical methods used in marketing analysis; understanding consumer, industrial and service market; understanding and analysing competitors and informing marketing decisions.

**FIN 2724/2723 Financial Management**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital Structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**BMGT 2714/2711 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically

planned economies; international finance; role of information technology; structure in international organisations.

<b>Level 3</b>
----------------

**BMGT 2734/2733 Business Strategy**

Corporate Strategy: an Introduction; Strategic Management in Practice; Analysing the environment; Resources, competences and strategic capability; Stakeholders expectations and strategic capability; Bases of Strategic Choice; Strategic options: direction and methods of development; Strategy evaluation and selection; Organisational structure and design; Resource allocation and control; Managing strategic change.

**MIS 2708/2705 Management Information Systems**

Information systems and information technology are essential resources for business organisations. This course begins by identifying the strategic and organisational roles of information technology, and then proceeds to examine the processes of information systems development (requirements analysis, methodologies, tools and techniques) and information systems implementation (approaches, roles, responsibilities, risk and change management).

**BMGT 2709/2707 Operations Management**

This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design, customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

**BMGT 2736/2735 Entrepreneurship**

Strategic positioning of the new firm; preparing the plans for marketing, operations, people and finance. The course will also deal with new venture launch, corporate renewal and corporate turnaround. Models of the new venture formation process; entrepreneurs; new business ideas; innovation; environmental analysis; supports and incentives for entrepreneurship. The course will include lectures, case studies and an individual project.

**MKT 2707/2704 International Marketing**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**FIN 2716/2714 Security Analysis and Portfolio Management**

This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include; CAPM, APT and security market pricing, option

pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 2717/2715 Treasury and Risk Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**MIS 2711/2709 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.

**BMGT 2715/2712 Project Planning and Control**

This course is designed to aid students whose career objectives include Business Consultancy, Change Management and Project Management. 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.

**MKT 2708/2705 Consumer and Buyer Behaviour**

In the first part of this course, concern rests with consumer buying behaviour: what consumers buy, why they buy, when, where and how they buy. The course examines consumers as individuals, in their social and cultural setting, and in their decision-making processes. In the second part of the course, the buying behaviour of organizations, the network of relationships among buyers and sellers, partners and governments, how strategies are formed in industrial markets, and how the marketing mix for industrial products may be developed and implemented are examined.

**MKT 2712/2710 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, media advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

## Certificate in Financial Services

The Certificate in Financial Services is a Certificate of the Faculty of Commerce and is offered in co-operation with the Institute of Bankers in Ireland. All enquiries in relation to the Certificate should be addressed to the Director of Education, Institute of Bankers in Ireland, Nassau House, Nassau Street, Dublin 2. Students will be required to register as associate members of the Institute of Bankers, if not already members.

The Certificate is awarded on successful completion of eight subjects. A minimum of three subjects must be taken from each of the two groups of subjects – Business Studies Group and the Financial Services Group. Compensation is not permitted.

<i>Business Studies Group</i>		<i>Financial Services Group</i>	
ACC 1702	Accounting	FIN 1701	Law and Practice of Banking
ACC 1703	Financial Reporting and Managerial Accounting	FIN 1703	Lending and Securities
ECON 1701	Economics	FIN 1705	Financing International Trade
HRM 1701	Managing People	FIN 1706	Investment Planning 1 (N.I.)
MKT 1701	Marketing	FIN 1707	Investment Planning 2 (N.I.)
		FIN 1708	Investment Planning 1 (R.O.I.)
		FIN 1709	Investment Planning 2 (R.O.I.)
		FIN 1710	Legal and Regulatory Aspects of Mutual Funds
		FIN 1711	Custody and Registration
		FIN 1723	Fund Accounting and Valuation
		FIN 1713	Mortgage Advice and Practice 1 (N.I.)
		FIN 1714	Mortgage Advice and Practice 2 (N.I.)
		FIN 1715	Mortgage Advice and Practice 3 (N.I.)
		FIN 1716	Mortgage Practice 1 (R.O.I.)
		FIN 1717	Mortgage Practice 2 (R.O.I.)
		FIN 1718	Mortgage Practice 3 (R.O.I.)
		FIN 1720	Instalment Credit/Leasing 1
		FIN 1721	Instalment Credit/Leasing 2
		FIN 1722	Instalment Credit/Leasing 3
		FIN 1724	Banking Operations
		FIN 1725	Business Banking 1
		FIN 1726	Business Banking 2
		FIN 1727	Financial Advisers 1 (N.I.)
		FIN 1728	Financial Advisers 2 (N.I.)
		FIN 1729	Financial Advisers 3 (N.I.)
		FIN 1730	Mortgage Advice and Practice Bridge (N.I.)

The syllabus is subject to annual review. Where a subject is discontinued or fundamentally changed, the old syllabus will continue to be recognised for the purpose of completing the Certificate for the following three years. Thereafter, the new subject(s) will be required.

## Diploma in Financial Services

The Diploma in Financial Services is a Diploma of the Faculty of Commerce and is offered in co-operation with the Institute of Bankers in Ireland. All enquiries in relation to the Diploma should be addressed to the Director of Education, Institute of Bankers in Ireland, Nassau House, Nassau Street, Dublin 2. Students will be required to register as associate members of the Institute of Bankers, if not already members.

The Diploma is composed of a fixed number of courses as follows:

FIN 2703	Finance
FIN 2704	Treasury and Risk Management
FIN 2705	Investment
FIN 2706	Lending Assessment and Management
ACC 2705	Law

Students must have passed all Certificate courses before proceeding to Diploma level.

The academic requirements of the Diploma will be satisfied when all the stipulated courses have been passed. Compensation is not permitted.

The syllabus is subject to annual review. Where a subject is discontinued or fundamentally changed, the old syllabus will continue to be recognised for the purpose of completing the Diploma for the following three years. Thereafter, the new subject(s) will be required.

## Degree of Bachelor of Financial Services

### *Regulations*

#### **Level 3**

- 1 The Degree in Financial Services is a Degree in the Faculty of Commerce, and is offered in co-operation with the Institute of Bankers in Ireland. All enquiries in relation to the degree should be addressed to the Director of Education, Institute of Bankers in Ireland, Nassau House, Nassau Street, Dublin 2. Students will be required to register as associate members of the Institute of Bankers, if not already members.
- 2 Approved courses of study must be followed for at least twelve terms after matriculation. The Faculty may grant exemption from Level 1 of the programme to students with equivalent or similar qualifications or to students with exceptional and relevant experience. Exemptions may also be granted from Level 1 and Level 2 to those who hold the Certificate in Financial Services and the Diploma in Financial Services.
- 3 The degree is composed of a fixed number of courses which are given at three levels. The academic requirements of the degree will be satisfied when all the stipulated courses have been passed. Students must pass all courses in any level before proceeding to the next level. The syllabus is subject to annual review. Where a subject is discontinued or fundamentally changed the old syllabus will continue to be recognised for the purpose of completing Level 1 and Level 2 for the following three years. Thereafter, the new subject(s) will be required.
- 4 Students of Levels 2 and 3 courses will be required to attend for lectures at the Belfield campus of University College Dublin on a basis to be prescribed. Such attendance will be on a full-time basis at specified times, not greater than fifteen days in Level 3. The Faculty may waive this requirement for overseas students, subject to whatever other requirements as are thought appropriate.
- 5 Honours may be awarded in each course and in the degree as a whole. The Honours standard in each course will be in accordance with University regulations. Honours in the degree will be awarded on the total mark in the courses for Level 3.
- 6 Awards of the Institute of Bankers in Ireland (Certificate, Diploma in Financial Services) may be made on the basis of performance in Level 1 (Certificate) and Level 2 (Diploma). For regulations relating to such awards, students should consult the Institute of Bankers in Ireland.
- 7 Requirements for Admission  
*Admission – Minimum Requirements*  
Applicants should be in full-time employment in the financial sector.

*Age*

Eighteen years on 15 October (or within three months of that date) of the year of entry. Under no circumstances will exceptions be made to this regulation.

*Education*

Students must have fulfilled the matriculation requirements of the National University of Ireland by passing the Leaving Certificate Examination of the Department of Education in the following subjects:

- (i) Irish
- (ii) English
- (iii) Another recognised language
- (iv) Mathematics
- (v) & (vi) Any two recognised subjects not already selected.

Candidates who have taken their school-leaving examinations prior to 1972 and who do not meet the above requirements must fulfil the matriculation requirements in the following:

- (i) Irish
- (ii) English
- (iii) Latin or Greek or a modern continental language
- (iv) Mathematics
- (v) Another subject accepted for matriculation not already selected.

*Matriculation on Mature Years*

In exceptional cases, students whose qualifications do not coincide with those specified in the foregoing regulations may be granted matriculation. The following are the conditions under which such a privilege may be granted:

- (a) The minimum age at which an applicant will be considered is 21 years on 15 October of the year of entry;
- (b) Evidence of educational attainment must be produced by the applicant which will satisfy the Dean and the Faculty of Commerce. In general, such evidence must be of the same order as a school leaving certificate, showing an adequate secondary education;
- (c) Applicants' attention is drawn to the matriculation regulations as it is advisable to complete matriculation requirements in the normal way rather than to apply for matriculation on mature years. Applicants requesting this privilege should apply to the Dean of the Faculty of Commerce before 31 March of the year in which this concession is requested.

**Summary of Courses for the Degree of Bachelor of  
Financial Services**

A full description of courses for the Degree of Bachelor of Financial Services is available on application to the Faculty of Commerce.

**Mode A**

**Level 1**

*Financial Services Group*

FIN 1701	Law and Practice of Banking	FIN 1731	Financial Services Foundation (N.I.)
FIN 1703	Lending and Securities	FIN 1732	Financial Services Planning (N.I.)
FIN 1705	Financing International Trade	FIN 1733	Financial Services Advice (N.I.)
FIN 1706	Investment Planning 1 (N.I.)	FIN 1734	Financial Services Environment (R.O.I.)
FIN 1707	Investment Planning 2 (N.I.)		
FIN 1708	Investment Planning 1 (R.O.I.)	FIN 1735	Financial Services Planning (R.O.I.)
FIN 1709	Investment Planning 2 (R.O.I.)	FIN 1736	Financial Services Advice (R.O.I.)
FIN 1710	Legal and Regulatory Aspects of Mutual Funds	FIN 1737	Direct Banking Services 1
		FIN 1738	Direct Banking Services 2
FIN 1711	Custody and Registration	FIN 1739	Factoring & Discounting 1
FIN 1723	Fund Accounting and Valuation	FIN 1740	Factoring & Discounting 2
FIN 1713	Mortgage Advice and Practice 1 (N.I.)	FIN 1741	Insurance Foundation 1
FIN 1714	Mortgage Advice and Practice 2 (N.I.)	FIN 1742	Insurance Foundation 2
FIN 1715	Mortgage Advice and Practice 3 (N.I.)	FIN 1743	Estate Planning and Capital Acquisitions Tax
FIN 1716	Mortgage Practice 1 (R.O.I.)		
FIN 1717	Mortgage Practice 2 (R.O.I.)	FIN 1744	Pensions & Retirement Planning
FIN 1718	Mortgage Practice 3 (R.O.I.)	FIN 1745	Taxation
FIN 1720	Instalment Credit/Leasing 1	FIN 1746	Investment Advice & Practice
FIN 1721	Instalment Credit/Leasing 2	FIN 1747	Lending/Credit Practice 1
FIN 1722	Instalment Credit/Leasing 3	FIN 1748	Lending/Credit Practice 2
FIN 1724	Banking Operations	FIN 1749	Trade Finance 1
FIN 1725	Business Banking 1	FIN 1750	Trade Finance 2
FIN 1726	Business Banking 2	FIN 1751	Financial Maths
FIN 1727	Financial Advisers 1 (N.I.)	FIN 1752	E-Commerce & IT
FIN 1728	Financial Advisers 2 (N.I.)		
FIN 1729	Financial Advisers 3 (N.I.)		
FIN 1730	Mortgage Advice and Practice Bridge (N.I.)		

*Business Studies Group*

ACC 1702	Accounting	HRM 1701	Managing People
ECON 1701	Economics	HRM 1702	Legal Aspects of Employment Law Practice
MKT 1701	Marketing		
ACC 1703	Financial Reporting and Managerial Accounting		

Students choose eight subjects with a minimum of three from each group.

**Level 2**

FIN	2703	Finance
FIN	2704	Treasury and Risk Management
FIN	2705	Investment
FIN	2706	Lending Assessment and Management
ACC	2705	Law
HRM	2703	Employment Law

Students must pass five subjects.

**Level 3**

BMGT	3707	Business Policy and Strategy
FIN	3705	Management of Financial Institutions
HRM	3701	Strategic Human Resource Management
BMGT	3708	European Studies

## Degree of Bachelor of Business and Legal Studies (BBLs)

### *Regulations*

1. The Degree of Bachelor of Business and Legal Studies is a joint primary Degree of the Faculty of Commerce and the Faculty of Law.
2. The Degree may be conferred either as a Pass Degree or as a Degree with Honours.
3. Approved courses of study must be attended for at least twelve terms after matriculation.
4. Candidates for the Degree must have fulfilled the Matriculation requirements of the National University of Ireland by passing the Leaving Certificate Examination of the Department of Education in the following subjects:
  - (i) Irish;
  - (ii) English;
  - (iii) Another recognised language;
  - (iv) Mathematics (A minimum of Grade D3 on the Higher paper or Grade B3 on the Ordinary paper at the Leaving Certificate Examination);
  - (v) & (vi) Any two recognised subjects not already selected.
5. *General:*
  - 5.1 A unit is a set of approximately twenty-four hours of lectures for non-semesterised courses and thirty-six hours of lectures for semesterised courses.
  - 5.2 Each course of study is composed of one or more units. Each course will be followed by an examination.
  - 5.3 Credits will be given for each course passed. Each level of the Degree programme contains sixty credits apart from Mode III Level 4 which contains 62 credits.
  - 5.4 No compensation applies in any examination in the degree.
  - 5.5 Examination results are awarded on the basis of individual subjects rather than on an overall award for an individual year of the course. However, in the award of the degree, an overall class will be awarded by aggregating the results of the subjects at Level 3 and Level 4.
  - 5.6 Please note the following definition of terms in relation to business courses:

*Course:* A series of lectures, associated course work (if any) and the examinations associated with the course.

*Course Work:* All essays, projects, mid-term examinations etc. that contribute towards the final mark for a course in addition to the final written examination paper.

*Examination Offering:* There are two examinations associated with each course. The first examination termed the First Offering, held immediately after the course, and the second examination termed the Second Offering, held at a later date, normally

at the end of the subsequent semester for semesterised courses and Autumn for non-semesterised courses.

*Deferral of Examination:* Where the first examination offering associated with a course is not taken for *whatever reason*.

- 5.7 In relation to business courses, students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend, complete any assigned course work, pass the course examination and pay the associated fee\*.

\* Please note: the business courses are as prescribed for the academic year 2003/2004. Students should note that the business courses listed for Levels 1, 2, 3 and 4 for the academic year 2004/2005 and subsequent years may change, may be dropped or may be modified.

6. The degree is composed of a number of courses which are given at four levels. Level 1 courses are offered at the commencement of the degree programme. These are followed by Level 2 and Level 3 courses. Level 4 courses are taken in the final stage of the degree programme. The academic requirements of the degree will be satisfied when all the stipulated courses have been passed.

In Level 4 students may choose to specialise in Law or in Business Studies. Depending on the Mode chosen, students may take one or two additional optional subjects in their chosen discipline and drop an optional subject in the other discipline.

Business Studies courses in Levels 2 (except MIS 1002, MIS 1005 and ECON 2208), 3 and 4 are semesterised and examinations are held at the end of each course. The second offering examinations for first semester courses will be offered at the end of the second semester of the same year. The second offering examinations for the second semester examinations will take place at the end of the first semester of the following year.

The following refers to business courses:

Students should note that it is likely that second offering examinations for second semester courses of the previous academic year will be held in the first week of January and in the first week of the second semester.

7. *Progress from Level 1 to Level 2:*

7.1 Students who obtain a total of sixty credits on the combined results of the Summer and Autumn examinations of the Level 1 courses are eligible for unrestricted entry into Level 2 courses.

7.2 To enter Level 2, students must satisfy the following conditions after combining the results of the Summer and Autumn examinations of Level 1:

7.2.1. obtain thirty credits in business courses, and

7.2.2. pass two legal studies subjects. Students are permitted to carry the remaining legal studies subject to Level 2. Students who have not passed at

least two legal studies subjects are not eligible for entry into Level 2, but may repeat the subjects failed in the following year's examinations.

- 7.3 If a student satisfies the legal studies requirement as stated in point (b) above, but fails to satisfy the requirements of point (a), then that student cannot progress to Level 2 without the permission of the Faculty of Commerce. Credits for outstanding Level 1 courses must be obtained before entering Level 3.
- 7.4 All courses in BBLs Level 1 must be passed within two years of entering Level 1. Otherwise the student may not remain in the programme.

*Please Note with regard to Business Courses:*

The business course half of the Bachelor of Business and Legal Studies is currently in the process of review and it is likely that substantial changes will take place in the programme of study for all levels from the academic year 2004/2005 onwards. Students who fail to achieve the thirty business course credits in Level 1 by the second examination offering in the 2003/2004 academic year may not be in a position to take Level 1 examinations based on 2003/2004 courses in subsequent years. The provisions of Rule 14 will then apply.

8. Progress from Level 2 to Level 3 (and Level 3 to Level 4):
- 8.1 Students who pass at least two legal studies courses in Level 2 are eligible to enter Level 3, subject to having passed all Level 1 courses.
- 8.2 Students who pass at least two legal studies courses in Level 3 are eligible to enter Level 4, subject to having passed all Level 2 courses.
9. Where a student passes an examination after more than one attempt, his or her overall mark will be the successful examination mark.
10. Students cannot be registered for any course(s) nor attempt any examination(s) in course(s) from more than two consecutive levels in any one academic year.
11. Examinations of more than two consecutive levels may not be taken at the same sitting.
12. If a Law course is terminated or changed, it will not normally be examined in its original form for more than two years. In the event of a business course being changed, modified or terminated, then no other examination for that course will be offered other than the second offering examination.
13. A student's choice of Level 4 course electives must be made in writing at the end of the Level 3 academic year.

The following only relates to business courses. A student's application to choose Level 4 Business electives must be made at the end of the Level 3 academic year. The number of student places in courses is determined by the Faculty of Commerce and an application to register for a course does not guarantee entry into that course. The electives choice is not open to change at any time. Where students have to indicate a list of preferences for courses, students are bound at all times into this list. Permission to be registered for a course and to attempt the examination at the end of any Level 4 course is contingent on

the student satisfying the minimum attendance requirement of the course. Formal attendance at a course will be deemed to have commenced when Faculty records show that the student is enrolled for the course.

14. Permission to defer examinations in Law courses must be obtained from the Faculty of Law.

The following relates to business course deferrals. Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend and pay the associated fee. Students should note that courses may change from year to year, may not be offered in certain years, and may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of the appropriate fees.

The following refers to business courses:

Those students who do not obtain credits associated with a course by the second examination offering in their first cycle of registration for that course, may find that subsequent examination offerings, if any, may not be held at a time which is convenient and they may also find that these subsequent examination offerings may be timetabled at the very same time as other examination offerings which they may still need to take.

15. *Course Work*

Where a mark is given for course work, a pass mark will not be awarded for the course unless at least 35% is attained in the written examination in that course.

The following only relates to business courses. The course work mark shall only be counted for the first examination offering of any course. The second examination offering mark shall therefore be based entirely on the written second examination offering paper.

***Degree of Bachelor of Business & Legal Studies  
(European)***

**General Description**

The Degree of Bachelor of Business & Legal Studies (European) is a four year programme, the third level of which is spent abroad at a European University as an integral element in the degree programme. The year abroad will be spent at an approved university studying both law courses and business courses. Whilst all Level 2 BBLS students may apply to participate in this degree, it is important to stress that the number of students who can take part in the programme will be limited by the number of places available in any given year.

**Admission Procedure**

Registered Level 2 Business and Legal Studies students may apply to transfer into the Degree of Bachelor of Business & Legal Studies (European) programme. Applications should be

submitted before 1 March. A presentation on the Erasmus/Socrates Exchange Programme will be made to students early in the second semester.

Permission to transfer into the Degree of Bachelor of Business & Legal Studies (European) programme is conditional upon the applicant having passed all Level 1 and Level 2 examinations in the session in which such permission is sought. Admission to the degree will be dated from 1 September immediately following the examination; no deferral of the transfer will be allowed.

### **Course Requirements**

Students in this programme must attend an approved European university on a full-time basis for one academic year between the completion of the Level 2 examinations in Business and Legal Studies and enrolment in Level 4 Business and Legal Studies courses.

All courses selected abroad must be notified to, and approved by the two Directors of the Bachelor of Business & Legal Studies Degree.

Registration for Level 4 courses in UCD must follow directly on the year spent abroad.

Quinn School of Business reserve the right to inform parents / guardians or other family members if there are concerns about the safety or well being of students while abroad on approved Quinn School of Business Student Exchanges. In addition, if requested, students must respond to requests to contact their co-ordinator(s) both in UCD and in the host institution. Students must provide a suitable phone number for this purpose and should also monitor their email on a regular basis.

### **Examinations**

During the year abroad, examinations will be taken in the host university. A satisfactory performance in these examinations will be a condition of entry to Level 4 of the Degree of Bachelor of Business & Legal Studies (European) programme. Students who have not performed satisfactorily and who have not passed examinations at the host university will be required to sit those repeat examinations offered by the host university. The Faculty of Commerce also reserve the right to require students who fail business studies courses abroad to sit and pass equivalent or nominated courses in UCD after the student has returned to UCD. This may have financial implications for fees/grants.

The award of the Degree of Bachelor of Business & Legal Studies (European) will be as for the Bachelor of Business & Legal Studies Degree. Marks obtained during the year abroad will not affect the class of degree awarded at the end of the programme. The final degree awarded will be determined purely on the student's performance in their Level 4 examinations.

Students should note that Business or Legal courses may be modified or unavailable in any given year.

***Please note that the above is NOT a separate and distinct degree from the Bachelor of Business & Legal Studies Degree.***

<p style="text-align: center;"><b>Summary of Courses</b></p>
--

**First Year (Level 1)**

Business Studies Courses

BMGT	1002	Management Principles and Business Environment	(2 units)
BMGT	1007	Organisational Behaviour	(2 units)
ACC	1002	Financial Accounting 1	(3 units)
ECON	1105	Principles of Economics	(2 units)

Law Studies Courses

LAW	1501	Constitutional Law
LAW	1502	Law of Contract
LAW	1503	Law of Tort

**Second Year (Level 2)**

Business Studies Courses

MIS	1002	Business Statistics	(2 units)
ACC	2003	Management Accounting	(1 unit)
ACC	2005	Financial Accounting 2	(1 unit)
MIS	1005	Introduction to Computers and Information Systems	(1 unit)
ECON	2208	Economics for Law and Business	(1 unit)

Legal Studies Courses

- Option 1\*\*
- Option 2\*\*
- Option 3\*\*

**Third Year (Level 3)**

Business Studies Courses

FIN	2004	Finance	(1 unit)
BMGT	2003	Business Logistics and Operations Management	(1 unit)
HRM	2003	Managing Employee Relations	(1 unit)
MKT	2003	Marketing	(1 unit)

Legal Studies Courses

LAW	3501	Law of the European Union
		Option 1**
		Option 2**

**Fourth Year (Level 4)**

MODE I

Business Studies Courses

BMGT	3003	Strategy Formulation and Implementation	(1 unit)
		4 Options*	(4 units)

---

**University College Dublin**

Legal Studies Courses

- Option 1\*\*
- Option 2\*\*
- Option 3\*\*

MODE II

Business Studies Courses

- BMGT 3003 Strategy Formulation and Implementation (1 unit)
- 2 Options\* (2 units)

Legal Studies Courses

- Option 1\*\*
- Option 2\*\*
- Option 3\*\*
- Option 4\*\*
- Minor Dissertation

MODE III

Business Studies Courses

- BMGT 3003 Strategy Formulation and Implementation (1 unit)
- 6 Options\* (6 units)

Legal Studies Courses

- Option 1\*\*
- Option 2\*\*

\* Business Studies Options

Business course electives are taken from courses offered in Level 3 of the Bachelor of Commerce Degree Programme.

These courses, and such other courses which may be available from time to time, will be offered at the discretion of the Faculty of Commerce and each course may not be available in any one year.

The availability of courses to students may be subject to timetable constraints.

\*\* Legal Studies Options

Options to be selected from the following list:

LAW 4511	Administrative Law
LAW 4506	Banking Law
LAW 4501	Commercial Conflicts of Law
LAW 2502	Commercial Law and Commercial Transactions
LAW 2501	Company Law and Partnership
LAW 4502	Competition Law in the European Union and Ireland
LAW 3502	Corporate Finance Law
LAW 2503	Criminal Law
LAW 3503	Employment Law
LAW 4507	Environmental Law
LAW 4503	Equity
LAW 4509	Evidence
LAW 3508	Financial Services Law and Investor Protection
LAW 4510	Jurisprudence
LAW 3504	Insolvency Law
LAW 3505	Intellectual Property Law
LAW 3506	International Business Law
LAW 2504	Land Law
LAW 4505	Revenue Law

These courses, and such other courses which may be available from time to time, will be offered at the discretion of the Faculty of Law and each course may not be available in any one year.

**European Credit Transfer System (ECTS)**

**Credit Scheme for Degree of Bachelor of Business and  
Legal Studies**

**First Year (Level 1) Business and Legal Studies**

	<i>Course Title</i>	<i>Credits</i>
BMGT 1002	Management Principles and Business Environment	7.50
BMGT 1007	Organisational Behaviour	7.50
ACC 1002	Financial Accounting 1	7.50
ECON 1105	Principles of Economics	7.50
LAW 1501	Constitutional Law	10.00
LAW 1502	Law of Contract	10.00
LAW 1503	Law of Tort	10.00
<b>Total:</b>		<b>60.00</b>

**Second Year (Level 2) Business and Legal Studies**

	<i>Course Title</i>	<i>Credits</i>
MIS 1002	Business Statistics	7.50
ACC 2003	Management Accounting	6.00
ACC 2005	Financial Accounting 2	6.00
MIS 1005	Introduction to Computers and Information Systems	3.75
ECON 2208	Economics for Law and Business	3.75
	Law Subject Option 111.00	
	Law Subject Option 211.00	
	Law Subject Option 311.00	
<b>Total:</b>		<b>60.00</b>

**Third Year (Level 3) Business and Legal Studies**

	<i>Course Title</i>	<i>Credits</i>
FIN 2004	Finance	6.00
BMGT 2003	Business Logistics and Operations Management	6.00
HRM 2003	Managing Employee Relations	6.00
MKT 2003	Marketing	6.00
LAW 3501	Law of the European Union	12.00
	Law Subject Option 112.00	
	Law Subject Option 212.00	
<b>Total:</b>		<b>60.00</b>

<b>Fourth Year (Level 4) Business and Legal Studies</b>
---

**Mode I**

<u>Legal Studies Courses</u>		<u>Credits</u>
Option		10
Option		10
Option		10
<u>Business Studies Courses</u>		
BMGT 3003	Strategy Formulation and Implementation	6
	Option	6
<b>Total:</b>		<b>60</b>

**Mode II**

<u>Legal Studies Courses</u>		<u>Credits</u>
Option		10
	Minor Dissertation	2
<u>Business Studies Courses</u>		
BMGT 3003	Strategy Formulation and Implementation	6
	Option	6
	Option	6
<b>Total:</b>		<b>60</b>

**Mode III**

<u>Legal Studies Courses</u>		<u>Credits</u>
Option		10
Option		10
<u>Business Studies Courses</u>		
BMGT 3003	Strategy Formulation and Implementation	6
	Option	6
<b>Total:</b>		<b>62</b>

**Syllabus of Courses**  
**for the Degree of Bachelor of Business and Legal Studies –**  
**Business Courses**

**First Year – Level 1**

**ACC 1002 Financial Accounting 1**

Introduction to the Context of Accounting; Elements of Financial Statements; The Balance Sheet; The Profit and Loss Account; Recording Transactions; Fixed Assets; Current Assets, Stock, Debtors; Liabilities and Sources of Capital; The Accounting Regulatory Framework; Cash Flow Statements; Financial Information Analysis.

**BMGT 1002 Management Principles and Business Environment**

*(a) Management Principles and the Functions of Business*

Competent management is critical to the success of a business. Management is a complex subject in that it has to deal with people at work as well as handling all of the constraints and difficulties of operating in a dynamic environment. This introductory course leads the student through the historical development of management theory. It examines the job of the manager; the planning, organising, staffing, directing and controlling roles played by every manager. Having outlined varying tasks which go to make up the manager's job, the course then examines the various functional areas of business where these tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations. The course is taught by lecture method supplemented by readings.

*(b) The Structure of Irish Business*

The structure of output and employment in Irish business: Comparative structures of business in EU and other countries; analysis of the natural resource-based sectors, i.e. agribusiness, mining, oil and gas; analysis of the manufacturing sectors and assessment of the role of foreign-based, indigenous and state firms; comparative analyses of the performance of various sectors in Ireland; international comparisons for manufacturing industry; analysis of the wholesale and retail sectors of distribution; analysis of the service sector in Irish business and its potential for development; assessment of the support structures for business in Ireland.

**BMGT 1007 Organisational Behaviour**

*(a) Individual Behaviour*

Theories of motivation and satisfaction and their relation to performance. Practical approaches to motivation. Human abilities and aptitudes – their assessment and acquisition. Cognitive processes – Perception, problem-solving and decision-making.

*(b) Group Behaviour*

Group formation and development; group structure; leadership; group processes – communication, motivation, decision-making, influence, conflict management.

**ECON 1105 Principles of Economics**

Microeconomics: Basic theory of demand and supply and the functioning of markets. Analysis of competition, monopoly, labour markets, taxation. Macroeconomics: Outline of basic issues in fiscal and monetary policy.

<p><i>Second Year – Level 2</i></p>
-------------------------------------

**ACC 2003 Management Accounting**

Overview of management accounting. Different costs for different purposes. Cost accumulation systems: job costing and activity-based costing. Information for decision making: cost behaviour; cost-volume-profit analysis; relevant costs, and decision making with scarce resources. Information for planning and control: the budget process; behavioural issues in budgeting; standard costing; flexible budgets; financial and non-financial measures of performance.

**ACC 2005 Financial Accounting 2**

The conceptual and legal framework of financial reporting; Reporting financial performance; Earnings per share; The valuation of stocks; The valuation of tangible fixed assets; Foreign currency translation; Provisions, contingent liabilities and contingent assets; Performance evaluation and company valuation; International accounting.

**ECON 2208 Economics for Law and Business**

- (a) Microeconomic analysis: Public goods, externalities and other related topics.
- (b) Applications to business in managerial economics and economics of the firm's decision-making.
- (c) Applications in the legal area, e.g. In the economics of property rights, moral hazard and adverse selection in insurance markets.

**MIS 1002 Business Statistics**

Introduction to probability and statistics for business. Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution. Decision-making under uncertainty and Bayes' law. Sampling with and without replacement. Classical hypothesis testing with applications. Analysis of variance. Multivariate ordinary least squares model. R-squared, t-tests of regression co-efficients, Durbin-Watson statistics, autocorrelation, heteroskedasticity. Time-series models and forecasting models, including stochastic processes. Applications to quality control. (Optional) principal components and factor analysis.

**MIS 1005 Introduction to Computers and Information Systems**

In today's competitive and complex business environments, information systems (IS) and information technology (IT) are essential tools for business organisations. Consequently, computers and information systems have become an important part of our everyday work and social environments. As members of society, it is important to understand what computers and information systems are all about. As future business professionals, it is especially important to

know how to use and apply these technologies. The objectives of this course are to provide students with basic knowledge about computers and information systems, and to help them develop the skills needed to use and take advantage of these technologies. The course is comprised of two hours of lectures plus two hours of practical “hands-on” tutorials per week. The topics covered include an overview of computer hardware, operating and applications software, word-processing, spreadsheet design, software development, an introduction to the role of information and information systems in business, and discussion of the social impacts of computing.

### ***Third Year – Level 3***

#### **BMGT 2003 Business Logistics and Operations Management**

This course is designed to provide students with an understanding of how the modern product is created and delivered. The main topics are as follows: approaches to product design; options for process design; techniques for production capacity planning; structure of facility location decisions; management of physical procurement, the sourcing, purchasing and handling of materials; principles of production scheduling, push versus pull systems, materials requirements planning (MRP), lean manufacturing; the management of physical distribution channel design, customer service goals, trends in supplier-buyer relationships, just-in-time (JIT) delivery principles; inventory management; the use of quantitative techniques in supply chain management; the role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

#### **FIN 2004 Finance**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

#### **HRM 2003 Managing Employee Relations**

This series of lectures will introduce students to industrial relations and human resource management and will examine emerging trends in employee relations including globalisation, post-fordism and europeanisation.

#### **MKT 2003 Marketing**

Marketing is a concern for all people and organisations. We all live by exchanging something. Marketing is the study of exchange processes in society: how transactions are initiated, motivated, facilitated and completed. The topics covered in the course are: the role of marketing in society; the scope of marketing in the organisation; analytical methods used in marketing analysis; understanding consumer, industrial and service markets; understanding and analysing competitors and informing marketing decisions.

***Fourth Year – Level 4***

**BMGT 3003 Strategy Formulation and Implementation**

The concepts of general management and corporate strategy. Models for strategy formulation. Analysis of industries and competitors. Analysis of corporate resources and competitive advantage. Identification and evaluation of strategic alternatives including expansion, diversification and retrenchment. The implementation of strategy. The design of policies and procedures for strategy implementation. Review of current research on the work and behaviour of senior managers in Ireland and elsewhere. Implications of new techniques and practices generally for the management of business enterprises.

***Fourth Year – Level 4 – Business Electives***

**ACC 3003 Financial Accounting**

Preparation of accounts from incomplete records, including capital statements; earnings per share including diluted earnings per share; long term contract work in progress; accounting for complex capital instruments; accounting for leases; accounting for intangible assets – research and development, brands and software; consolidated financial statements including associated companies; accounting for goodwill; translation of foreign currency financial statements.

**ACC 3006 Accounting Theory and Contemporary Issues**

Theoretical approaches and elements of accounting theory; agency theory and economic value of information; the concept of profit; efficient financial markets and the role of accounting information; performance measurement; accounting for environmental performance; design of a performance measurement system.

**ACC 3009 Cost Management**

The context and strategic role of cost management including the Value Chain and the Balanced Scorecard. Job Costing and Process Costing systems, overhead absorption, over/underapplication of overhead and its disposition. Stock valuation and Absorption versus Direct Costing. Cost allocation/apportionment: service departments and joint costing. Contemporary accounting systems: Activity Based Costing (ABC), Target Costing, Lifecycle Costing and Total Quality Management systems.

**ACC 3012 Advanced Management Accounting**

Decision making including strategic management accounting. Establishing costs relationships including the learning curve. Limiting factors and computer applications of linear programming and sensitivity analysis. Capital investment decisions. The concept of uncertainty/risk.

The structure and process of management control. Achieving financial control through budgets including contemporary responsibility accounting and behavioural dimensions of control. Variance calculation and reporting. The control structure including strategic business units (SBU) and methods of performance evaluation. Transfer pricing.

**ACC 3015 Taxation**

The role of taxation in the economy; differing systems of taxation; definition of the tax base; income versus capital. Residence and domicile; sources of income; basis of assessment; computation of taxable income; reliefs and allowances. Capital Gains Tax: definitions; reliefs, allowances and exemptions. Capital Acquisitions Tax: gifts and inheritances; basis of assessment. Corporation Tax: taxable profits; close companies and distributions. Value Added Tax: taxable transactions; operation of the system.

**BMGT 3013 Management of Services**

Categorisation of services; process perspective; facility planning and location decisions; management of service operations; managing customer service quality; current trends and strategic issues in service design and delivery.

**BMGT 3016 Supply Chain Management**

The Supply Chain Management course is designed for students wishing to gain an understanding of all those activities involved in moving products from the raw materials stage through to the end user. This includes sourcing, procurement and supplier management, operations and services management, and logistics and customer services management. It also includes the information management systems necessary to plan, monitor and improve all of the above activities. This course provides the student with a strong conceptual understanding of how successful supply chain management strategies can contribute to improved performance. The focus of the course is how to work with your supply chain partners to deliver quality, flexibility and dependability to the customer at an economic cost. There is also a strong emphasis on the role of the development of Enterprise Resource Planning (ERP) systems and the role of information technology in improving supply chain performance.

**BMGT 3025 Managing Business Ethics**

This course will cover methods of dealing with ethical issues in a constructive way in real business situations. As future managers, students will gain an awareness of contemporary ethical issues that often underlie general business actions and affect subsequent organisational performance. Some examples of topics examined: decision making, personal integrity, conflicts of interest, organisational effectiveness, acquisitions and restructuring, employee rights and relations, insider trading, advertising, product safety, business practices and control, doing business abroad.

**BMGT 3031 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business; political risk; multinationals in Ireland. Global competition; strategic alliances; the competitive advantage of nations; business with industrialised, developing and historically planned economies; international finance; role of information technology; structure in international organisations.

**BMGT 3034 European Industry and Business Enterprise**

The EU competitiveness in the world economy; the impact of EMU on trade and industry; internal market-industrial progress and prospects; importance, progress and prospects of selected industrial sectors in the major nations of the EEA; the role of small and medium enterprise; industrial and competition policies; pattern of mergers and acquisitions; the impact of inward investment; high and low growth sectors; the evolution of state owned enterprise; developments in the former command economies of Europe.

**BMGT 3040 Public Administration, Public Finance and Government Framework**

Philosophical approaches to public administration; the civil service and state-sponsored bodies; local government; public finance; co-ordination, planning and control in central government. The Devlin Report and the civil service. The White Papers and Reports on Local Government Reform. The rise and decline of regionalism. Reform and restructuring the public service – the experience in Ireland and other OECD states. Privatisation. The citizen and the state: An examination of measures to improve citizen/administration relations in the developed state. Improving public financial management. Public policy development: the State and planning.

**BMGT 3054 Knowledge Management and Innovation**

This course explores the role of managing a firm's knowledge pool in the creation of competitive advantage. It is argued that in modern, knowledge based societies, possession of physical assets is rarely a source of sustainable competitive advantage. The course takes a strategic perspective of the management of organisational knowledge. The process of knowledge management is viewed as encompassing knowledge acquisition, assimilation, transformation and exploitation. During the course we explore each of these issues from multiple perspectives. We explore the tensions between individuals, teams, and firms. A central output of knowledge management is innovation. This may take the form of new products, services, delivery channels, organisational structures, or more efficient and effective organisational routines. In exploring the domain of knowledge management and innovation we will consider the differing contexts that are faced by small and large firms.

**BMGT 3057 Entrepreneurial Management**

This course will deal with the nature of entrepreneurship and its importance in an economy. It will examine the process of entrepreneurship and the stages through which entrepreneurs typically go in setting up a new business. These stages include awareness, idea generation, opportunity recognition, pre-planning and financing the business, launching the business, early stage development and the management of growth. The main focus of the course will be on independent entrepreneurship or on individuals starting their own business, but the course will also deal with entrepreneurship in established organisations as they go through processes of renewal and internal venturing. The course will include lectures, case studies, visiting speakers and a new venture project.

**BMGT 3060 Leadership and Change Management**

This course is concerned with exploring the central role of leadership within dynamic and rapidly changing organisations. It is designed to provide students with key insights into a range of practical skills involved in leading complex change. Specific topics covered on this course include the concept of leadership and the leadership process; Strategic leadership and strategic change; Open-systems theory; Learning and adaptation and the key role of leadership;

Leadership and culture change; Diagnostic and planning skills; Leading successful implementation: communication, symbolism, politics and conflict management.

**BMGT 3063 Business Excellence**

The business excellence course is designed for students wishing to gain an insight into the range of quality management, continuous improvement and business excellence initiatives now used by leading edge organizations to achieve performance excellence. The course includes coverage of the development of business excellence, systems management, published standards in management systems, excellence in product and service design, the EFQM excellence model, lean manufacturing, business process re-engineering, six-sigma quality, and excellence in performance management. The course provides the student with a strong conceptual understanding of how successful business excellence strategies can contribute to improved business performance. The focus of the course is how to learn from excellent organizations by gaining an understanding of the improvement initiatives undertaken by these organizations and how they succeed in achieving excellence.

**BMGT 3066 Management of Innovation and Change**

This course aims to provide students with an understanding of the dynamics of innovation and how it can be managed so as to contribute to ongoing competitive advantage. Students will be exposed to: theories of technological change; inter- and intra-organizational alliances; national and international systems of innovation; global intellectual property management; and, the dynamics of network industries. The focus of the course will be on the challenges to organisations posed by the development and utilisation of technologies in an increasingly inter-connected world. Consideration will be given to leading change that is fundamentally technologically driven.

**BMGT 3069 Asian Business**

This course is designed to provide students with insights on Asian organisational and management practices. Topics covered will include: Asian management styles; enterprise structures – family firm, chaebol, keiretsu etc, trading companies (soga shosha); economic systems and market transition; trading groups – APEC; ASEAN; political and cultural variations; tradition in business; guanxi; Chinese commonwealth; financial markets (bond, equity) and legal infrastructure.

**BMGT 3072 Globalisation**

This course addresses the major debates about the globalisation process. It includes perspectives from sociology, international law, economics and business. Among other things, the course focuses on the drivers of globalisation such as technology and examines the managerial challenges posed by this process.

**BMGT 3075 Cross-cultural Management**

Course topics will include: meaning of culture; fostering cultural fluency; cultural diversity – national, regional and organisational culture; culture and management practice; cultural models of strategy; gaining and maintaining cultural competitive advantage; managing the multicultural team; creating a global corporate culture.

**ECON 3980 Applied Econometrics I**

This course is an introduction to econometric techniques. The core section of the course relates to methods of estimating single equations using multiple regression.

**ECON 3981 Applied Econometrics II**

This course applies the techniques covered in ECON 3980 to test the predictions of models frequently used in economics and finance. Topics include applications of the CAPM, estimating consumer demand functions, and the relationship between advertising and sales. The course makes extensive use of UCD microcomputer facilities.

**ECON 3982 Industrial/Managerial Economics**

This course is concerned with the applications of economic principles and methodologies in the decision-making process within the firm or organisation. It seeks to establish rules and principles to facilitate the attainment of the desired economic goals of management.

**ECON 3983 Macroeconomics**

This course is a theoretical macroeconomics course. The focus is on open economy macro, covering fixed and flexible exchange rates. The topics for discussion include: the intertemporal budget constraint; labour markets; economic growth; money, money demand and monetary policy; aggregate demand and aggregate supply; fiscal policy and the theory of economic stabilisation.

**ECON 3984 International Monetary Economics**

This course will cover four main areas: (i) the balance of payments and the current account, (ii) exchange rate determination under floating rates, (iii) macroeconomic policy under fixed and floating rates, and (iv) the costs and benefits of exchange rate independence.

**ECON 3985 International Economics (Trade)**

This course examines theoretical and policy aspects of international trade. In particular, it is concerned with such issues as why trade takes place, the analysis of the benefits that accrue from trade and the welfare effects of protection and economic integration.

**ECON 3986 Public Sector Economics**

This course analyses the level and composition of public sector production, the efficiency of non-profit public sector firms and the growth of the public sector. In addition, it examines the financing of the public sector and the economic aspects of the organisation of government.

**ECON 3987 Applied Macroeconomics**

This course is an applied course which examines the performance of the economy and considers the major policy issues confronting the government. The course looks at fiscal, monetary, exchange rate, incomes, industrial, factor and product market policies. The factors affecting the performance of the economy in the long run and the short run are also considered.

**FIN 3004 Aspects of Financial Theory**

This course introduces students to the main emphases of modern financial theory with particular reference to capital market consumption and investment decisions; utility theory; portfolio optimisation, equilibrium financial assets, pricing models and the pricing of contingent claims.

**FIN 3009 Investment and Portfolio Management**

This course is intended to give a broad appreciation of security analysis and portfolio management. Topics to be covered include: CAPM, APT and security market pricing, option pricing models, portfolio theory, application to domestic and international markets, risk management for various asset categories.

**FIN 3013 Financial Institution Management**

The course deals with the management of financial institutions with special emphasis on the following: banking and financial institution theories, bank regulation, risk management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

**FIN 3017 Treasury Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**FIN 3021 Financial Management**

This is a case study course applying the techniques learned by students in FIN2004. Topics include financial analysis and planning, cost of capital, capital structure, project appraisal, working capital management and mergers and acquisitions.

**FIN 3025 International Financial Management**

As the international company becomes the norm rather than the exception, the need to internationalise the tools of financial analysis is apparent. The objective of this course is to provide a conceptual framework within which the key financial decisions of the multinational firm can be analysed.

**FIN 3030 Nature and Role of Insurance Markets**

Life and general classifications, compulsory and voluntary, mixed insurance markets, market characteristics (concentration levels, penetration), regulatory structures, market participants, economics of insurance.

**FIN 3033 Insurance Claims and Underwriting**

The underwriting cycle, ratio analysis, claims process, loss adjustment, loss assessment, premium determination, regulatory requirements for claims management.

**FIN 3036 Insurance Regulation**

Irish Insurance Law, Insurance Acts 1909-1994, supervisory bodies and powers, authorisation requirements, European law, the framework directives, investment intermediaries legislation.

**FIN 3039 Reinsurance**

Market participants, captive insurance, reinsurance, facultative and treaty. IFSC structure, taxation, reinsurance regulation in Ireland, EU reinsurance regulation, specific reinsurance issues (property, casualty, marine).

**FIN 3042 Pension Fund Management**

Types of pension funds, state benefits, contributions and benefits, law of pension funds, taxation of pension funds, AVCs, ageing population, Pay-As-You-Go, funded schemes.

**HRM 3003 Human Resource Management Techniques**

The course is primarily concerned with providing an examination of the specialist human resource functions within Irish organisations: human resource planning, recruitment and selection, job evaluation, performance appraisal, rewards, an understanding of issues such as health and safety, welfare and employment termination. All of the above will be assessed within the broader context of organisation change and development.

**HRM 3006 European Industrial Relations and HRM**

This course is designed to introduce students to current issues and developments in European industrial relations and human resource management. Students are first provided with an understanding of industrial relations systems in five European countries, namely Britain, France, Germany, Italy and Sweden. The second part of the course makes a comparative analysis of a number of key issues; the growth and decline of trade unions, the role of the state, employers' organisations, the impact of multinationals on countries' industrial relations systems and the move towards developing a 'Social Europe' within the EU. Attention will also be drawn to the implications of the European Work Council's Directive and a Working Time Directive.

**HRM 3009 Negotiation and Conflict Resolution**

This course focuses on the development of the student's analytical and judgmental skills as a foundation for sound negotiation practice. It aims to give students an understanding of the various processes which are typically at work when an industrial relations issue is under negotiation; it attempts to sensitise students to the different forces which can influence the behaviour of the parties; and it provides a comprehensive framework which allows evaluation at both the tactical and the strategic levels of analysis.

**HRM 3012 Human Resource Development**

How adults learn at work. Training and development within the organisation. The delivery of training and development. National policy and practice on management development. Topical issues. Future developments.

**HRM 3015 Managing Diversity and Gender Relations in Employment**

Topics covered will include: Labour market structures; women in the workplace; work and family dynamics; institutional initiatives to promote equality of opportunity; the law as a mechanism of change; the task of managing diversity in employment.

**MIS 3003 Information Systems Development and Implementation**

Information systems and information technology are essential resources for business organisations. This course begins by identifying the strategic and organisational roles of information technology, and then proceeds to examine the processes of information systems development (requirements analysis, methodologies, tools and techniques) and information systems implementation (approaches, roles, responsibilities, risk and change management).

Students will be required to complete a major project involving the analysis, specification and implementation plan for an information system that satisfies a business or organisational need.

**MIS 3006 Management of Information Systems**

This course addresses the following topics:

Managing application portfolio resources; managing client/server systems; developing and managing customer expectations; problem, change and recovery management; managing centralised and distributed operations; network management. A major segment of the course will address the area of information systems security and control, to include:

- physical and logical security;
- hardware and software controls;
- encryption techniques;
- audit and security for networks and telecommunication-based systems;
- legal and ethical issues.

**MIS 3009 Advanced Topics in Management Information Systems**

This course addresses in particular emerging issues in management information systems, be they related to hardware, software, telecommunications, application philosophies or combinations of these. In recent years, the MIS landscape has been changed by technologies such as groupware, client/server architectures, object-oriented techniques in data modelling and systems development, workflow automation, the Internet, Intranet and Electronic Commerce and other emerging technologies. A number of these topics, not necessarily all of those listed above, will be covered in the course in an attempt to identify their structural characteristics and their applicability in the world of business. The course will have a practical orientation.

**MIS 3012 Networking and Internet Applications**

This course considers the integration of networked information systems and telecommunications using current and emerging technologies.

It extends conventional information systems theory by introducing the concepts of client/server distributed operations and open communications standards. These technologies are discussed within and beyond the organisation.

Topics include current networking standards and practices, networking and telecommunications hardware, software and integration, network management, Intranet and Internet, Electronic Commerce design issues and applications. The main technologies discussed will be illustrated with relevant project work.

**MIS 3015 Decision Applications**

This management science course reflects the fact that decision making in the real world involves decision structures, individual value judgements, uncertainty, and non-linear relationships. Topics include: decision theory, evaluation of information; utility functions, conflicting objectives; multi-criteria decision analysis, trade-offs, relative importance; competitive decision making, games, Markov processes; queuing; inventory; simulation; curve fitting; and Lagrangian optimisation. Live decision applications involve group-work, computer software, interviewing decision-makers, and testing recent advances in research.

**MIS 3021 Computer Applications**

Computer systems; logic and architecture; problems, algorithms and programs; programming languages, compilers and interpreters; programming: control structures, data representation (structures), procedures, recursion; analysis of algorithms and programs.

**MIS 3024 Software Design**

Computer software plays an increasingly important role in all aspects of business. This course discusses the expectations that people have of software and introduces the techniques used to build and maintain high quality software. Topics on the course include: visual programming, structured programming concepts, object orientated programming, software reusability, automated programming tools, user interface design, program debugging and testing, documentation and maintenance.

Advanced techniques in visual programming are introduced. Students are required to undertake a number of practical assignments.

**MIS 3029 Mathematical Decision Support Systems**

The first part of this course focuses on the range of problems from both business and industry that can be formulated as mathematical models. A variety of solution procedures including: Simplex, Dual Simplex, Branch and Bound, Cutting Planes and the Balas Algorithm are introduced. A case study approach is used to examine real world problems, and these formulations are solved by computer packages.

The second part of the course introduces network models. Here a variety of problems are formulated and solved using network algorithms. The range of algorithms include: Network Tours, Shortest Path, Maximum Flow, Spanning Tree, the Minimum Cost Flow.

**MKT 3003 Consumer and Buyer Behaviour**

In the first part of this course, concern rests with consumer buying behaviour: what consumers buy, why they buy, when, where and how they buy. The course examines consumers as individuals, in their social and cultural setting, and in their decision-making processes. In the second part of the course, the buying behaviour of organisations, the network of relationships among buyers and sellers, partners and governments, how strategies are formed in industrial markets, and how the marketing mix for industrial products may be developed and implemented are examined.

**MKT 3006 Services Marketing**

This course examines the service economy, characteristics and classifications of services, theoretical models of service, measuring service quality, improving profitability with services marketing, services marketing mix, operations and human resource implications, relationship marketing, internal marketing.

**MKT 3009 International Marketing**

This course examines the international marketing environment, assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets.

**MKT 3012 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, media advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

**MKT 3015 Marketing Research**

This course develops skills in questionnaire design, observation techniques, the use of focus groups, acquisition and evaluation of secondary data, analysis and statistical techniques and report writing and presentation of results.

**MKT 3018 Strategic Marketing Management**

The purpose of this course is to examine how companies adapt and respond to a continuously changing marketplace. The strategic role of marketing, market opportunity analysis, relationships between corporate, business-level and marketing strategies, strategic marketing planning, implementing and controlling strategic marketing programmes are the topics examined.

These courses, and such other courses which may be available from time to time, will be offered at the discretion of the Faculty of Commerce and each course may not be available in any one year.

**The availability of courses to students may be subject to timetable constraints.**

*Law Courses*

*First Year – Level 1*

**LAW 1501 Constitutional Law**

The constitutional law of the Republic of Ireland as found in the Constitution of 1937 and case law. Reading will be indicated at the beginning of the session.

**LAW 1502 Law of Contract**

A contract is a legally binding agreement which gives rise to rights and obligations for the parties involved. The law of contract determines which agreements are enforceable and regulates those agreements. It also provides certain remedies for parties where contractual obligations are disregarded.

Topics covered in the course include: the formation of contracts; the contents of contracts including exemption clauses; the discharge of contractual obligations; invalid and illegal contracts; remedies for breach; privity of contract and agency.

**LAW 1503 Law of Tort**

Basic Principals of negligence. Public policy: (i) emergency services; (ii) Barristers; (iii) Witnesses; (iv) The Police; (v) Prosecuting authorities; (vi) University examiners; (vii) Wrongful birth actions; (viii) Judges. Negligent misstatement. Nervous shock. Economic loss. Liability for omissions (focusing on the duty owed towards intoxicated persons). Occupiers' liability. Medical negligence. The rule in *Rylands and Fletcher*. Liability for animals. Product liability. Defamation. Nuisance.

<b><i>Second Year – Level 2</i></b>
-------------------------------------

**LAW 2501 Company Law and Partnership**

Incorporation and its consequences. Internal structure of companies. Objects. Shares and membership. Duties of directors. Protection of minorities. Capital and its maintenance. Accounts and auditors. Company reorganisations, examinerships, liquidations.

**LAW 2502 Commercial Law**

Commercial law is concerned with the rights and duties which arise from business transactions.

The course covers:

- (1) the regulation of the sale of goods under the Sale of Goods Act, 1893, as amended
- (2) consumer protection law (impact of E.U. law)
- (3) methods of payment: money, bills of exchange, promissory notes
- (4) law of agency
- (5) retention of title
- (6) credit and security
- (7) e-commerce
- (8) personal and corporate insolvency
- (9) insurance law
- (10) commercial dispute resolution (including domestic arbitration law)
- (11) conflict of laws
- (12) international trade

**LAW 2503 Criminal Law**

The Burden of Proof. The Actus Rues. Mens Rea (including strict liability). Corporate and Vicarious Liability. The Use of Force. Consent. Duress. Necessity. Provocation. Automatism. Insanity. Intoxication. Children and the Criminal Law. Parties to Offences. Conspiracy. Murder (including Causation). Sexual Offences. Property Offences. Money Laundering. Forfeiture after conviction. Forfeiture without conviction. Possession.

**LAW 2504 Land Law**

Tenure. Estates. Priorities and the Doctrine of Notice. Family Property. Registration of Deeds and of Title. Adverse possession. Incorporeal hereditaments. Commercial leases: usual covenants, statutory regulation. Mortgages.

<p><i>Third Year – Level 3</i></p>
------------------------------------

**LAW 3501 Law of the European Union**

This course examines the fundamental principles of Community law and their impact on the domestic legal order. It examines the objectives of Community law, explains the basic institutional framework and explores the effect of Community law on market integration.

Topics will include: the legal nature and institutional structure of the Union; the sources of law with particular reference to general principles; judicial protection; free movement of goods and persons; interaction with domestic law.

**LAW 3502 Corporate Finance Law**

Topics considered include the legal issues that arise in the selling of corporate debt (the assignment of debts by way of debt factoring, whether by legal or equitable means); the subordination of corporate debt (by way of either contractual or trust methods, and the problems that have arisen in various common law countries with these methods); the publication of prospectuses inviting the public to subscribe for shares in companies (with particular reference to the issue of what is an offer to the public); the different types of remedy that a disgruntled shareholder can invoke in the event of there being something deficient with the company's prospectus (in this regard case law on remedies such as recession, deceit, actionable omission, negligent misstatement, etc. will be examined, as well as statutory remedies); the European Stock Exchange Directives (common principles and how they have been implemented domestically in Ireland); the law relating to corporate borrowing (*ultra vires* doctrine, case law, rules of agency) and recovery of *ultra vires* loans (doctrine of unjust enrichment); legal issues that can arise when using corporate book debts to secure corporate loans; the common law and statutory rules on insider dealing (what constitutes insider dealing; comparative case law from other countries; sanctions and remedies; common law rules); legal regulation of mergers.

**LAW 3503 Employment Law**

Contracts of employment. Collective bargaining. Statutory regulation of employment. Termination of employment. Unfair dismissal and redundancy. Equal pay. Discrimination in employment. Trade disputes. Picketing. Labour Court and other state agencies.

**LAW 3504 Insolvency Law**

An examination of the law relating to insolvency, both corporate and personal in Ireland. Subjects will include treatment of the debtor, proof of debts, arrangements with creditors and distribution of assets. Emphasis will be placed on the role of the insolvency advisor in the different insolvency processes.

**LAW 3505 Intellectual Property Law**

Intellectual Property Law is concerned with protecting the fruits of intellectual or creative endeavour primarily by the grant of exclusive rights. The course covers:

- (1) patent law: statutory protection for inventions, including biotechnological and software-related inventions: Patents Act 1992.
- (2) law of confidence: general equitable action against a person who has divulged confidential information in breach of a duty of confidence.
- (3) passing off: action in tort for the protection of business goodwill as against traders using a similar trade name or product get-up.
- (4) trade mark law: statutory protection for registered trade names: Trade Marks Act, 1996.
- (5) trade marks on the internet: domain name disputes.
- (6) comparative advertising.
- (7) character merchandising and image marketing.
- (8) copyright law: statutory protection of original creative work: literary, dramatic, musical, artistic works; sound recordings, films, broadcasts, cable programmes, typographical arrangements, computer programmes, databases, performances: Copyright and Related Rights Act, 2000.
- (9) industrial designs: statutory protection of functional and decorative design: Industrial Designs Bill, 2000.

**LAW 3506 International Business Law**

An analysis of the legal framework of business transactions as developed in an international context. The course is divided into two parts. The first part provides an analysis of international commercial transactions and the second part is dedicated to dispute resolution in international commercial transactions. The following topics will be covered:

*Part One: Analysis of International Commercial Transactions*

Topics will include:

- A study of the law applicable to international commercial agreements and of the formation of international agreements.
- An overview of the main types of international commercial transactions such as:
  - international contracts (including contracts of international sales of goods, agency and distribution agreements, international transfer of technology and know-how agreements, counter-trade agreements);
  - international banking and financial law;
  - international tax law;
  - international company and bankruptcy law.
- The course will also focus on the protection and remedies available in case of breach or non-performance of international commercial agreements.

*Part Two: Dispute Resolution in International Commercial Transactions*

Topics will include:

- An overview of international dispute resolution, including:
  - international negotiation;
  - alternative dispute resolution;
  - court litigation of international commercial agreements.
- A study of international commercial arbitration with an emphasis on:
  - the analysis of the formation and the validity of the international arbitration agreement.

**LAW 3508 Financial Services Law and Investor Protector**

This course is divided into two parts.

The first part involves an examination of the legal issues and regulatory framework affecting the provision of financial services in Ireland. Topics reviewed include regulatory authorities, investment intermediaries, securities, derivatives, funds, internet trading, and developments in EU regulation and financial services.

The second part of the course involves an analysis of investor protection law in Ireland. Topics reviewed include market abuses (such as insider dealing, money laundering and market manipulation), codes of conduct, investor compensation, common law actions and pre-emptive civil remedies.

<b><i>Fourth Year – Level 4</i></b>
-------------------------------------

**LAW 4501 Commercial Conflicts of Law**

A study of the rules of Irish law which apply whenever a commercial transaction or an event has a connection with more than one legal system.

The course will focus on

- 1 Jurisdiction of the Irish Courts and enforcement of foreign judgments in civil and commercial matters in Brussels Regulation I and non-regulation cases.
- 2 Determining the applicable law in
  - (a) international contracts (Rome Convention)
  - (b) international torts including defamation, product liability and environmental damage
- 3 Taking and perfecting security in International Financial Services transactions.

**LAW 4502 Competition Law in the European Union and Ireland**

An examination of the substantive law of Ireland on competition with particular emphasis on European Union practice as it influences Irish developments. Particular emphasis will be placed on the various forms of anti-competitive conduct such as horizontal agreements, abuse of

dominant position such as predatory pricing, refusal to supply customers etc., and mergers and monopolies.

The European Community jurisprudence under Articles 81 and 82 are considered in detail (i.e. European Community Competition law as it applies to private undertakings). Also Article 86 jurisprudence will be considered (i.e. the application of European Community law to the public semi-state sector which has heavily influenced the break-up of semi-state monopolies). Detailed consideration will also be given to relevant issues in Irish Competition Law arising out of the Competition Act 2002.

### **LAW 4503 Equity**

This course divides into two areas, meriting equal consideration. The Equity lectures examine the historical development of equity as a judicial phenomenon and its current place in modern society, before moving on to consider the doctrines and remedies associated with Equity. The second part of the course deals with the nature of a trust, setting up of both express private trusts and charitable trusts and the duties imposed upon those who oversee their management.

In particular, the areas covered by Equity include: the historical development of equity and the rise and fall of judicial discretion; the Doctrine of Estoppel; legitimate expectation; injunctions; specific performance; rectification and rescission; fraud in equity and undue influence; tracing; administration of estates: the doctrines of election, conversion, satisfaction and ademption.

The Law of Trusts includes: the creation of express private trusts; completely and incompletely constituted trusts; exceptions to the rule that equity will not assist a volunteer; resulting trusts; constructive trusts; secret and half secret trusts; charitable trusts and the doctrine of Cy Pres; protective trusts; the nature of trusteeship: control and obligations of trustees.

### **LAW 4505 Revenue Law**

Administration of tax system (filing of returns and payment of tax) and territoriality rules governing chargeability to Irish tax. In-depth examination of income tax code and Schedules defining taxable income and allowable deductions. Analysis of Corporation Tax, Capital Gains Tax, Capital Acquisitions Tax and Probate Tax, with emphasis on legal theory and case law rather than computational aspects.

#### Reading List:

Butterworth's Irish Tax Guide 2003/2004  
Butterworth's U.K. Tax Guide 2003/2004  
Institute of Taxation Income Tax  
Taxes Consolidation Act 1997

### **LAW 4506 Banking Law**

An examination of the legal issues arising from the national and international operations of banks. Topics will include the regulation of credit institutions; the legal framework of the single market in banking; the bank-customer relationship with particular reference to bank liability for services provided; bank secrecy and money laundering; forms of finance encountered in banking transactions, including syndicated loans; transfer of loan assets by banks; bills of exchange with particular reference to cheques; banks and credit and security; legal considerations arising from customer insolvency and bank insolvency.

Breslin: *Banking Law in the Republic of Ireland*

Paget's *Law of Banking*

O'Connor: *Law Relating to Cheques and Analogous Instruments in Ireland*

**LAW 4507 Environmental Law**

Environmental Law is intended to provide a comprehensive account of all major environmental concerns, other than planning and development and the built environment. The course is divided into three components. The first deals with national and European protection of the environment; the second is a description of international environmental law; and the third, the protection of the cultural environment. The first section deals with national and European protection of the environment. Topics include the national regulatory framework; structure and powers of bodies having responsibility for the environment; the Environmental Protection Agency; integrated pollution control. Public participation and control; right to information; consultation procedures; appeals and judicial review. The enforcement of environmental law; the common law and environmental remedies; European environmental law. The second section deals with international environmental law; topics reviewed include the customary principles of international environmental law; the precautionary principle; the polluter pays principle; the common property principle; the law of the sea and marine pollution; hazardous waste; nuclear energy; endangered species; climate change; the implementation of the concept of sustainable development; multinational treaty law. The third section is the protection of the cultural environment: the protection of national and historic monuments, archaeological areas and sites, wrecks and underwater heritage areas. Books and pictures of cultural significance. Problems of the return of cultural artefacts.

**LAW 4509 Evidence**

The law of Evidence is that system or body of rules which regulates the admission of proof in a court of law.

Rationale of proof and law of Evidence. Basic concepts. Relevance. Admissibility. Materiality. Receivability. Functions of judge and jury. Judicial discretion. Sources of law of Evidence. Types of Evidence. Burden of proof. Standard of proof. Presumptions. Judicial notice. Corroboration. Proof of law. Competence. Compellability. Examination of witnesses. Privileges. Exclusion associated with method of obtaining evidence.

Confessional evidence. Evidence of disposition and character. Hearsay rule and its exceptions. Opinion evidence.

**LAW 4510 Jurisprudence**

This course concentrates of the fundamentals of law, adopting in the main an historical approach. Topics covered include: the writing down of law; the impact of the spread of literacy; theories on stages in the evolution of society and of law; the relationship between law and religion; developments in the notions of individual responsibility, of private property and in the status of women; law and the building of the nation-state; nationalism and law; imperialism and law; analysis of legal systems; natural law; law and morals.

J. M. Kelly: *A Short History of Western Legal Theory*

Peter Stein: *Legal Evolution: the Story of an Idea*

Alan Watson: *the Nature of Law*

O. F. Robinson, T.D. Fergus and W. M. Gordon: *An Introduction to European Legal History*

H. L. A. Hart: *the Concept of Law*

Éanna Hickey: *Irish Law and Lawyers in Modern Folk Tradition*

C. K. Allen: *Law in the Making*

**Law 4508 Minor Dissertation**

**Law 4511 Administrative Law**

Administrative Law deals with the constitution, powers and procedure of those bodies on which the law confers powers and duties of a public nature, such as Government Departments, local authorities, tribunals and certain professional bodies. The course examines the procedural and formal requirements applicable to administrative action and the principles governing the legal nature of administrative powers, discretions and duties.

In particular, the course deals with the distinct set of remedies dealing with public law questions – available in a single procedure, the application for judicial review. Issues covered include the extent to which the courts can control the exercise of discretionary powers by administrative authorities and the availability of remedies for unlawful administrative action.

The course also considers the impact of the Constitution and the effects of contact with European Union law on administrative law. Some stress is placed on the historical evolution of Irish administrative law.

Materials: Hogan & Morgan, *Administrative Law in Ireland*, 3rd ed., 1998.

**Degree of Bachelor of Science (Economics and Finance)**

**Regulations**

- 1 The Degree of Bachelor of Science in Economics and Finance is a degree in the Faculty of Commerce.
- 2 Approved courses of study must be attended for at least three academic years after matriculation.
- 3 The degree is being offered in a unitised form and the terms used in this context are as follows:
  - (i) A unit is a set of approximately 24 hours of lectures for non-semesterised courses and 36 hours of lectures for semesterised courses.
  - (ii) A course is composed of one or more units. Each course will be followed by an examination.
  - (iii) Please note the following definition of terms:

*Course:* A series of lectures, associated course work (if any) and the examinations associated with the course.

*Course Work:* All essays, projects, mid-term examinations etc. that contribute towards the final mark for a course in addition to the final written examination paper.

*Examination Offering:* There are two examinations associated with each course: the first examination, termed the First Offering, held immediately after the course and the second examination, termed the Second Offering, held at a later date, normally at the end of the subsequent semester for semesterised courses and in Autumn for non-semesterised courses.

*Deferral of Examination:* Where the first examination offering associated with a course is not taken for *whatever reason*.
  - (iv) Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend, complete any assigned course work, pass the course examination and pay the associated fee.
  - (v) Credits will be given for each set of course units passed. Each level of the degree programme contains 60 units (in accordance with European Union standards, namely the European Credit Transfer System: ECTS), which are assigned as follows:

<b>Level 1 Course Summary</b>			<i>Credits</i>
ACC	1003	Financial Accounting 1	14.0
ECON	1123	Principles of Microeconomics	5.0
ECON	1124	Principles of Macroeconomics	9.0
MATH	1903	Analysis and Calculus	9.0
MATH	1904	Algebra	9.0
STAT	1600-1604	Statistics	14.0
<b>Total:</b>			<b>60.0</b>

---

---

**Commerce – Undergraduate**

---

<b>Level 2 Course Summary</b>			<i>Credits</i>
ACC	3016	Taxation	5.0
ECON	2713	Microeconomics	6.6
ECON	2701	Macroeconomics	6.6
ECON	2706	Econometrics	6.6
{ECON	2711	The Irish Economy	6.6
{or			
{MST	2714	Introduction to Analysis	6.6
FIN	2005	Finance 11.0	
FIN	3047	Financial Institution Management	6.6
MATH	1905	Quantitative Techniques in Finance I	5.5
MATH	1906	Quantitative Techniques in Finance II	5.5
<b>Total:</b>			<b>60.0</b>

<b>Level 3 Course Summary</b>			<i>Credits</i>
ECON	3780	Applied Econometrics I	6.0
ECON	3781	Applied Econometrics II	6.0
ECON	3702	Microeconomics	6.0
FIN	3055	Financial Economics	18.0

Option 1

STAT	3614	Time Series	6.0
MST	3713	Analysis	6.0
ECON	3785	International Economics (Trade)	6.0
MST	3723	Special Topics: Differential Equations	6.0

Option 2

ECON	3783	Macroeconomics	6.0
ECON	3735	Introduction to Game Theory	6.0
ECON	3714	Finance 6.0	
ECON	3720	Industrial Organisation	6.0

Option 3

MIS	3019	Computer Applications	6.0
MIS	3027	Mathematical Decision Support Systems	6.0
ECON	3785	International Economics (Trade)	6.0
MIS	3013	Decision Applications	6.0

Option 4

ECON	3783	Macroeconomics	6.0
FIN	3026	International Financial Management	6.0
FIN	3018	Treasury Management	6.0
FIN	3022	Financial Management	6.0

---

---

**Total:** **60.0**

*Please note: the above courses are as prescribed for the academic year 2003/2004. Students should note that the courses listed for levels 1, 2 and 3 for the academic year 2004/2005 and subsequent years may change, may be dropped or may be modified.*

- 4 The degree is composed of a number of courses which are given at three levels. Level 1 courses are offered at the commencement of the degree programme. These are followed by Level 2 courses. Level 3 courses are taken in the final stages of the degree programme. Courses in Level 2 and Level 3 are semesterised and examinations are held at the end of each course. Second offering examinations for first semester courses will be offered at the end of the second semester of the same year. The second offering examinations for the second semester examinations will take place at the end of the first semester of the following year. In the event that a course is changed or modified, then no additional repeat examinations for that course will be offered. A student may not repeat any examination that the student has already passed. A student is deemed to have completed his/her degree requirements as soon as all required courses have been passed.

Students should note that it is likely that second offering examinations for second semester courses of the previous academic year will be held in the first week of January and in the first week of the second semester.

5 *Progress from Level 1 to Level 2*

- (i) Students who obtain a total of 60 credits on the combined results of the Summer and Autumn examinations of the Level 1 courses are eligible for unrestricted entry into Level 2 courses.
- (ii) Students who obtain less than 60 credits on the combined results of the Summer and Autumn examinations of the Level 1 courses may not progress to Level 2 without the permission of the Faculty of Commerce.
- (iii) Students who obtain less than 60 Level 1 credits within two years of entering the Bachelor of Science (Economics and Finance) programme may not remain in the Faculty of Commerce.
- (iv) Students who obtain 20 or less credits in the combined results of the Summer and Autumn examinations of the first year may not remain in the Faculty of Commerce.

- 6 Please note: the Bachelor of Science (Economics and Finance) programme is currently in the process of review and it is likely that substantial changes will take place in the programme of study in Level 1, Level 2 and Level 3 from the academic year 2004/2005 onwards. Students who fail to achieve 60 credits in Level 1 by the second examination offering of the academic year 2003/2004 may not be in a position to take Level 1 examinations based on 2003/2004 courses in subsequent years. The provisions of Rule 11 will then apply.

- 7 A student cannot be registered for any Level 3 course nor attempt any Level 3 examination while the student has one or more Level 1 examinations outstanding.

- 8 Honours may be awarded in each course and in the degree as a whole. The honours standard in each course will be in accordance with University regulations. For degree honours classification, a weight of one third will be given to Level 2 examinations, and two thirds to Level 3 examinations. For a repeated Level 2 course, the mark used for degree

honours classification will be the result of the successfully repeated examination. For a repeated Level 3 course, the mark used for degree honours classification will be the result of the successfully repeated examination.

- 9 Permission to be registered for a course and to attempt the examination at the end of any Level 3 course is contingent on the student satisfying the minimum attendance requirement of the course. The minimum attendance requirement of a course cannot be met if a student transfers into the course later than two weeks after the start of that course. Thus, no Level 3 student can attempt an examination unless the student was enrolled in that course no later than two weeks after the start of the course. Formal attendance at a course will be deemed to have commenced when Faculty records show that the student is enrolled for the course.
- 10 Within Level 3, up to one applied course in which a supervised project assignment will form the major component of the course may be offered. All project-based courses will take place in the second semester.

Assessment of a project-based course will be based on submitted project work together with an end of semester written examination. Up to 70% of the available marks may be allocated to the project component of the course.

To pass a project-based course, a student must achieve a minimum mark of 40% for each of the written examination and project components. Where a student achieves a mark of less than 40% in either component, the student must repeat the failed component. For a repeated Level 3 project-based course, the mark used for degree honours classification will be the result of the successfully repeated examination.

- 11 Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course, re-attend and pay the associated fee. Students should note that courses may change from year to year, may not be offered in certain years, and may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of appropriate fees.
- 12 Those students who do not obtain credits associated with a course by the second examination offering in their first cycle of registration for that course, may find that subsequent examination offerings, if any, may not be held at a time which is convenient and they may also find that these subsequent examination offerings may be timetabled at the very same time as other examination offerings which they may still need to take.
- 13 *Course Work*  
Where a mark is given for course work, a pass mark will not be awarded for the course unless at least 35% is attained in the written examination in that course.

The course work mark shall only be counted for the first examination offering of any course. The second offering examination mark shall, therefore, be based entirely on the written second offering examination paper.

**Syllabus of Courses**  
**for the Degree of Bachelor of Science (Economics and Finance)**

**Level One**

**ACC 1003 Financial Accounting 1 (3 units)**  
Introduction to the Context of Accounting; Elements of Financial Statements; The Balance Sheet; The Profit and Loss Account; Recording Transactions; Fixed Assets; Current Assets, Stock, Debtors; Liabilities and Sources of Capital; The Accounting Regulatory Framework; Cash Flow Statements; Financial Information Analysis.

**ECON 1123 Principles of Microeconomics (1 unit)**  
Elementary microeconomics: introduction to supply, demand and markets. Economic decision-making by households: demand, labour supply, etc. The economics of the firm: production, costs, output under competitive and monopolistic conditions. Market failure and the role of government.

**ECON 1124 Principles of Macroeconomics (2 units)**  
National income accounting. The basic income-expenditure model; principles of fiscal and monetary policy; exchange rates and balance of payments; economic growth – a brief introduction and overview.

**MATH 1903 Analysis and Calculus**  
The field of real numbers. Sequences. Limits. Series. Tests for convergence. Continuous functions. Inverse functions. Differentiable functions. Curve sketching. Maxima and minima of functions of one variable. Partial derivatives. Maxima and minima of functions of two variables. Lagrange multipliers, applications. Ordinary differential equations.

**MATH 1904 Algebra**  
Matrix algebra. Systems of linear equations. Gaussian elimination. Inverse matrices. Determinants and their properties. Cramer's rule. Eigenvalues and eigenvectors, applications. Leontief models.

**STAT 1600-1604 Statistics**  
An Introduction to Statistics and Probability  
Descriptive Statistics and Statistical Computing  
Types of Variables and Data. Stem-and-Leaf Displays. Frequency Distributions. Histograms. Samples and Populations. Transforming Data. Numerical Summary Measures. Summarising Bivariate Data. Introduction to Statistical Programming and MINITAB.

Introduction to Probability and Statistical Inference  
Probability concepts. Random variables and probability distributions. The binomial distribution. The normal distribution. Checking for normality. The distribution of a sample mean. Point and interval estimation using a single sample. Hypotheses and test procedures. Errors in hypothesis testing. Tests for population means and proportions using a single sample. P-values.

*An Introduction to Statistical Inference*  
*Statistical Inference and Goodness-of-Fit*

Tests and estimation procedures for a difference between two population means or proportions using two independent samples. Tests and estimation procedures for differences using paired data. Distribution free procedures. One- and two-way frequency tables. Hypothesis testing for proportions and independence. Testing the fit for a population.

*Linear Regression and Analysis of Variance*

Inferences based on the estimated regression line. Inferences on the population correlation. Checking model adequacy. Single factor ANOVA. Multiple comparisons. Randomized block experiment. Two factor ANOVA.

<p style="text-align: center;"><b><i>Level Two</i></b></p>
--

**ACC 3016 Taxation**

The role of taxation in the economy; differing systems of taxation; definition of the tax base; income versus capital. Residence and domicile; sources of income; basis of assessment; computation of taxable income; reliefs and allowances. Capital Gains Tax: definitions; reliefs, allowances and exemptions. Capital Acquisitions Tax: gifts and inheritances; basis of assessment. Corporation Tax: taxable profits; close companies and distributions. Value Added Tax: taxable transactions; operation of the system.

**ECON 2701 Macroeconomics**

Intermediate level course in macroeconomics.

**ECON 2706 Econometrics**

Introduction to statistics as applied to the estimation of economic models.

**ECON 2711 The Irish Economy**

Study of the Irish economy, its development and recent economic history.

**ECON 2713 Microeconomics**

Intermediate level course in microeconomics.

**FIN 2005 Finance**

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. The cost of capital. Portfolio Theory. Risk versus Return. Sources of Finance. Agency theory. Gearing. Capital structure. Dividend decision. Financial analysis and planning. Working capital management. Valuation of options. Mergers and takeovers. International financial management. Valuation of companies.

**FIN 3047 Financial Institution Management**

The course deals with the management of financial institutions with special emphasis on the following: banking and financial theories, bank regulation, risk management in banking, strategic management in banking, strategic management, asset liability management, bank lending, capital and liquidity management and global banking.

**MATH 1905      Quantitative Techniques in Finance 1**

Probability Theory, Conditional Expectations, Markov Process, Martingales.

**MATH 1906      Quantitative Techniques in Finance II**

Optimization, Quadratic Programming, Dynamic Programming with applications in Finance, Programming Languages.

**MST 2714      Introduction to Analysis**

The real numbers – axiom of completeness. Sequences and series – limits, monotone convergence theorem, infinite series, Bolzao-Weierstrass theorem, Cauchy criterion, Taylors theorem.

<i>Level Three</i>
--------------------

**ECON 3702      Microeconomics**

Applications of price theory to contemporary problems; introduction to welfare economics and general equilibrium.

**ECON 3714      Finance**

Supply and demand for money; the optimal quantity of money; monetary policy.

**ECON 3720      Industrial Organisation**

The analysis of modern industry, particularly the competitive and growth strategies of firms under uncertainty; the functions of markets.

**ECON 3735      Introduction to Game Theory**

This course aims at understanding the outcomes that can arise in markets when agents behave strategically. Particular attention will be given to financial markets.

**ECON 3780      Applied Econometrics I**

This course is an introduction to econometric techniques. The core section of the course relates to methods of estimating single equations using multiple regression.

**ECON 3781      Applied Econometrics II**

This course applies the techniques covered in ECON 3180 to test the predictions of models frequently used in economics and finance. Topics include applications of the CAPM, estimating consumer demand functions, and the relationship between advertising and sales. The course makes extensive use of UCD microcomputer facilities.

**ECON 3783      Macroeconomics**

This course is a theoretical macroeconomics course. The focus is on open economy macro, covering fixed and flexible exchange rates. The topics for discussion include: the intertemporal budget constraint; labour markets; economic growth; money, money demand and monetary policy; aggregate demands and aggregate supply; fiscal policy and the theory of economic stabilisation.

**ECON 3785 International Economics (Trade)**

This course examines theoretical and policy aspects of international trade. In particular, it is concerned with such issues as why trade takes place, the analysis of the benefits that accrue from trade and the welfare effects of protection and economic integration.

**FIN 3018 Treasury Management**

The course is designed to provide students with a practical understanding of treasury management. Topics include: interest rate and interest rate risk analysis, foreign exchange and exchange rate risk analysis, securities investment and derivative products analysis.

**FIN 3022 Financial Management**

This is a case study course applying the techniques learned by students in FIN2001. Topics include financial analysis and planning, cost of capital, capital structure, project appraisal, working capital management and mergers and acquisitions.

**FIN 3026 International Financial Management**

As the international company becomes the norm rather than the exception, the need to internationalise the tools of financial analysis is apparent. The objective of this course is to provide a conceptual framework within which the key financial decisions of the multinational firm can be analysed.

**FIN 3055 Financial Economics**

Utility theory. Stochastic dominance. Measures of investment risk. Portfolio theory. Asset liability modelling. The Efficient Markets Hypothesis. Introduction to the valuation of derivative securities. The Black-Scholes analysis and arbitrage free pricing. Numerical procedures used in derivative pricing and valuation.

**MIS 3013 Decision Applications**

This management science course reflects the fact that decision making in the real world involves decision structures, individual value judgements, uncertainty, and non-linear relationships. Topics include: decision theory, evaluation of information; utility functions, conflicting objectives; multi-criteria decision analysis, trade-offs, relative importance; competitive decision making, games, Markov processes; queuing; inventory; simulation; curve fitting; and Lagrangian optimisation. Live decision applications involve group-work, computer software, interviewing decision-makers, and testing recent advances in research.

**MIS 3019 Computer Applications**

Computer systems; logic and architecture; problems; algorithms and programs; programming languages, compilers and interpreters; programming; control structures, data representation (structures), procedures, recursion; analysis of algorithms and programs.

**MIS 3027 Mathematical Decision Support Systems**

The first part of this course focuses on the range of problems from both business and industry that can be formulated as mathematical models. A variety of solution procedures including: Simplex, Dual Simplex, Branch and Bound, Cutting Planes and the Balas Algorithm are introduced. A case study approach is used to examine real world problems and these formulations are solved by computer packages.

The second part of the course introduces network models. Here a variety of problems are formulated and solved using network algorithms. The range of algorithms include: Network Tours, Shortest Path, Maximum Flow, Spanning Tree, the Minimum Cost Flow.

**MST 3713          Analysis**

Differentiation, integration, Taylor series, harmonic function, Liouville's theorem, fundamental theorem of algebra, Cauchy's residue theorem with applications.

**MST 3723          Special Topics: Differential Equations**

**STAT 3614          Time Series**

Characteristics of time series. Autocorrelation and cross-correlation function. Stationary time series. Autoregressive and moving average processes. Nonstationary time series. Model specification and estimation. Model diagnostics. Forecasting. Special topics.

## Degree of Bachelor of Science

### *Regulations*

1. The degree of Bachelor of Science is a degree in the Faculty of Commerce currently offered in Sri Lanka, Singapore and Hong Kong. It operates in five modes, Mode A (Finance), Mode B (Management), Mode C (Information Technology), Mode D (Marketing) and Mode E (Management Information Systems).
2. Students enter directly to level Two of the programme on the basis of approved Advanced Standing Qualifications. These are post-secondary certificates and diplomas deemed equivalent to the first year of a relevant university degree programme. This must include evidence of proficiency in a number of basic disciplines such as business administration, management principles, economics, finance and accounting, management information systems/computing statistics.
3. ***Progression from Level One to Level Two***  
There are no prerequisites in Level Two. Courses are taken in sequence from Levels One through Two, and repeats, if necessary, may be taken when scheduled.
4. ***Progression from Level Two to Level Three***  
There are no prerequisites in Level Three. Courses are taken in sequence from Levels Two through Three. There are two examinations associated with each course. The first examination, termed the First Offering held immediately after the course and the second examination (repeat), termed the Second Offering held at a later date. Students who do not obtain the credits associated with a course by the second examination offering may be required to re-register for that course and pay the associated fee. Students should note that courses may change from year to year, may not be offered in certain years, or may be dropped entirely from the programme. This will require the substitution of a course(s) by additional course(s) and will entail re-registration, re-attendance and the payment of the appropriate fees.
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. Honours in the degree will be awarded on the total mark in the course for Level Two and Level Three combined.
6. Students must obtain the requisite number of credits for the degree within 36 months of entering the programme.

**Summary of Courses  
for the Degree of Bachelor of Science,  
Modes A, B, C, D and E**

Each level of the degree programme contains courses to the value of 60 credits in accordance with European Union standards, namely the European Credit Transfer System (ECTS). The credits are assigned as follows:

**Mode A (Finance)**

**Level One**

The Faculty may grant exemption from Level One of the programme to students with post-secondary qualifications as detailed above (value 60 credits).

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 1710	ACC 1709	Financial Accounting	12
BMGT 1714	BMGT 1713	Management Principles	12
ECON 1402	ECON 1401	Principles of Economics	12
MIS 1704	MIS 1703	Business Statistics	12
MIS 1706	MIS 1705	Introduction to Computers and Information Systems	12
<b>Total</b>			<b>60</b>

**Level Two**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2708	BMGT 2706	Organisational Behaviour	12
BMGT 2713	BMGT 2710	Business Policy and Strategy	12
FIN 2713	FIN 2712	Business Finance	12
MIS 2708	MIS 2705	Management of Information Systems	12
MKT 2706	MKT 2703	Marketing Management	12
<b>Total</b>			<b>60</b>

**Level Three**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 2712	ACC 2711	Management Accounting	12
ACC 2714	ACC 2713	Business Law	12
ECON 2445	ECON 2444	Economic Policy	12
FIN 2716	FIN 2714	Security Analysis & Portfolio Management	12
FIN 2717	FIN 2715	Treasury & Risk Management	12
<b>Total</b>			<b>60</b>

<b>Mode B (Management)</b>
----------------------------

**Level One**

The Faculty may grant exemption from Level One of the programme to students with post-secondary qualifications as detailed above (value 60 credits).

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 1710	ACC 1709	Financial Accounting	12
BMGT 1714	BMGT 1713	Management Principles	12
ECON 1402	ECON 1401	Principles of Economics	12
MIS 1704	MIS 1703	Business Statistics	12
MIS 1706	MIS 1705	Introduction to Computers and Information Systems	12
<b>Total</b>			<b>60</b>

**Level Two**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2708	BMGT 2706	Organisational Behaviour	12
BMGT 2713	BMGT 2710	Business Policy and Strategy	12
FIN 2713	FIN 2712	Business Finance	12
MIS 2708	MIS 2705	Management of Information Systems	12
MKT 2706	MKT 2703	Marketing Management	12
<b>Total</b>			<b>60</b>

**Level Three**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 2712	ACC 2711	Management Accounting	12
ACC 2714	ACC 2713	Business Law	12
BMGT 2709	BMGT 2707	Operations Management	12
BMGT 2714	BMGT 2711	International Business	12
HRM 2708	HRM 2707	Human Resource Management	12
<b>Total</b>			<b>60</b>

<b>Mode C (Information Technology)</b>
--

**Level One**

The Faculty may grant exemption from Level One of the programme to students with post-secondary qualifications as detailed above (value 60 credits).

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 1710	ACC 1709	Financial Accounting	12
BMGT 1714	BMGT 1713	Management Principles	12
ECON 1402	ECON 1401	Principles of Economics	12
MIS 1704	MIS 1703	Business Statistics	12
MIS 1706	MIS 1705	Introduction to Computers and Information Systems	12
<b>Total</b>			<b>60</b>

**Level Two**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2708	BMGT 2706	Organisational Behaviour	12
BMGT 2713	BMGT 2710	Business Policy and Strategy	12
FIN 2713	FIN 2712	Business Finance	12
MIS 2708	MIS 2705	Management of Information Systems	12
MKT 2706	MKT 2703	Marketing Management	12
<b>Total</b>			<b>60</b>

**Level Three**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 2714	ACC 2713	Business Law	12
BMGT 2715	BMGT 2712	Project Planning and Control	12
MIS 2707	MIS 2706	Artificial Intelligence and Expert Systems	12
MIS 2711	MIS 2709	Electronic Commerce	12
MIS 2712	MIS 2710	Computer Networks and Systems Architecture	12
<b>Total</b>			<b>60</b>

**Mode D (Marketing)**

**Level One**

The Faculty may grant exemption from Level One of the programme to students with post-secondary qualifications as detailed above (value 60 credits).

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 1710	ACC 1709	Financial Accounting	12
BMGT 1714	BMGT 1713	Management Principles	12
ECON 1402	ECON 1401	Principles of Economics	12
MIS 1704	MIS 1703	Business Statistics	12
MIS 1706	MIS 1705	Introduction to Computers and Information Systems	12
<b>Total</b>			<b>60</b>

**Level Two**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
BMGT 2708	BMGT 2706	Organisational Behaviour	12
BMGT 2713	BMGT 2710	Business Policy and Strategy	12
FIN 2713	FIN 2712	Business Finance	12
MIS 2708	MIS 2705	Management of Information Systems	12
MKT 2706	MKT 2703	Marketing Management	12
<b>Total</b>			<b>60</b>

**Level Three**

<i>Singapore</i>	<i>Hong Kong</i>		<i>Credits</i>
ACC 2714	ACC 2713	Business Law	12
MKT 2707	MKT 2704	International Marketing	12
MKT 2708	MKT 2705	Consumer and Buyer Behaviour	12
MKT 2711	MKT 2709	Marketing Research	12
MKT 2712	MKT 2710	Marketing Communications	12
<b>Total</b>			<b>60</b>

**ACC 1709/1710 Financial Accounting**

Balance sheet equation; debit credit convention; income measurement; period and adjustments; journals and daybooks including control accounts; preparation of final accounts for retailers, manufacturers, sole traders and companies; published accounts; regulatory framework; companies acts requirements; cash flow statements; partnership accounts including admission and retirement of partners; changes in profit sharing ratios; final accounts; preparation of accounts from incomplete records; bank reconciliations; correction of errors.

**ACC 2713/2714 Business Law**

This course aims to provide students with an understanding of the legal principles involved in everyday life relating to contracts, sale of goods and supply of services. This course is made up of three main parts which consist of: the Singapore (Hong King) Legal System; Contract Law and Sale of Goods and Supply of Service.

**BMGT 1713/1714 Management Principles**

Competent management is critical to the success of a business. Management is a complex subject in that it has to deal with people at work as well as handling all of the constraints and difficulties of operating in a dynamic environment. This introductory course leads the student through the historical development of management theory. It examines the job of the manager, the planning, organising, staffing, directing and controlling roles played by every manager. Having outlined varying tasks which go to make up the manager's job, the course then examines the various functional areas of business where these tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations.

**BMGT 2706/2708 Organisational Behaviour**

Individual Behaviour: This course deals with theories of motivation and satisfaction and their relation to performance; practical approaches to motivation; human abilities and aptitudes – their assessment and acquisition; cognitive processes – perception, problem-solving and decision-making. Group Behaviour: Group formation and development; group structure; leadership; group processes – communication, motivation, decision-making, influence, conflict management.

**BMGT 2710/2713 Business Policy & Strategy**

(a) Strategy and Policy Formulation: The concepts of general management and corporate strategy; models for strategy formulation; analysis of industries and competitors; analysis of corporate resources and competitive advantage; identification and evaluation of strategic alternatives including expansion, diversification and retrenchment.

(b) Strategy and Policy Implementation: The design of policies and procedures for strategy implementation; review of current research on the work and behaviour of senior managers; implications of new techniques and practices generally for the management of business enterprises.

**ECON 1401/1402 Principles of Economics**

Elementary microeconomics; introduction to supply, demand and markets. Economic decision-making by households; Demand, labour supply, etc. The economics of the firm; production costs, output and under competitive and monopolistic conditions. Market failure and the role of government. National income accounting. The basic income-expenditure model; principles of fiscal and monetary policy; exchange rates and balance of payments; economic growth – a brief introduction and overview.

**FIN 2712/2713 Business Finance**

This is a comprehensive treatment of the finance function as it affects modern organisations, and includes: Company Structure – present values and wealth; investment appraisal; cost of capital; portfolio theory; risk versus return; sources of finance; agency theory; gearing. Capital Structure – dividend decision; financial analysis and planning; working and capital management; valuation of options; mergers and take-overs; international financial management; valuation of companies.

**MIS 1703/1704 Business Statistics**

Introduction to probability and statistics for business. Descriptive statistics (means, variances, frequency distributions, constructing graphs and tables). Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution.

Decision-making under uncertainty and Bayes' law. Sampling with and without replacement. Classical hypothesis testing with applications. Analysis of variance. Multivariate ordinary least squares model. R-squared, t-tests of regression co-efficients, Durbin-Watson statistic, autocorrelation, heteroskedasticity. Time-series models and forecasting models, including stochastic processes. Applications to quality control. (Optional) principal components and factor analysis.

**MIS 1705/1706 Introduction to Computers & Information Systems**

In today's competitive and complex business environments, information systems (IS) and information technology (IT) are essential tools for business organisations. Consequently, computers and information systems have become an important part of our everyday work and social environments. As members of society, it is important to understand what computers and information systems are all about. As future business professionals, it is especially important to know how to use and apply these technologies. The objectives of this course are to provide students with basic knowledge about computers and information systems, and to help them develop the skills needed to use and take advantage of these technologies. The topics covered include an overview of computer hardware, operating applications, software, word processing, spreadsheet design, software development, an introduction to the role of information and information systems in business and discussion of the social impacts of computing.

**MIS 2705/2708 Management of Information Systems**

Information Technology in the organisation; information systems support for functional areas; end-user computing; financial management of IT services including charge back; outsourcing; evaluating your information systems organisation; value for money in information system; benefits management; alignment of information systems planning with business goals and objectives, and strategic information systems.

**MKT 2703/2706 Marketing Management**

This course introduces a set of principles for choosing target markets, evaluating customer needs, developing products and services which satisfy wants, and delivering value to customers and profit to the company. The topics examined are: Marketing as a social process and as a corporate activity; analytical frameworks in marketing; cultural and public policy environments; institutional support; consumer markets; industrial markets; market research and information systems; developing products and services; branding products and services; managing distribution channels and physical distribution systems; pricing products and services; advertising and promotion; personal selling; organising for marketing.

<b>Specialist Courses:</b>
----------------------------

**ACC 2711/2712 Management Accounting**

This course is intended to introduce students to the role of accounting information in the management of a modern organisation. The topics covered are: the role of accounting and the management accountant in the organisation; cost terms, purposes, classification and behaviour; cost-profit-volume analysis; product costing including job costing and activity based costing; budgeting and profit planning; flexible budgets and standard costing; relevant costs for decision making; variable costing and absorption costing.

**BMGT 2707/2709 Operations Management**

The main decision problems in designing and operating a manufacturing or service providing system; long-term decisions; product, process, capacity and facility planning; operating decisions; forecasting, scheduling work programmes and personnel, inventory policy; logistics and the interface with manufacturing and marketing; value added chains and global logistical strategies; supply chain management; materials handling and automation; location of distribution facilities; world class manufacturing strategies focusing on the role of manufacturing in corporate strategy; total quality approach.

**BMGT 2711/2714 International Business**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business; political risk.

**BMGT 2712/2715 Project Planning and Control**

Project identification; project planning; project control; project administration and review; portfolio approach to project management; computerised project management techniques; motivating and leading the project team; managing quality.

**ECON 2444/2445 Economic Policy**

The international business environment; internationalisation process of the firm; economic and political systems; human and cultural environment; trade theory; management and organisation of international business; industrial environments and global strategies; global business alliances; information and control systems for global business, political risk.

**FIN 2714/2716 Security Analysis & Portfolio Management**

This course will help students to acquire the skills necessary to become numerically competent in the management of investment portfolios and become familiar with the various factors which affect the valuation of the main financial asset classes (equities, government gilts, corporate bonds and options). It will also help the student to be aware of and acquire an understanding of the variety of investment products available, and to make a judgement as to what portfolio mix to choose for customers with varying requirements and in various economic climates.

**FIN 2715/2717 Treasury and Risk Management**

This course will familiarise students with the workings of the wholesale money and foreign exchange markets, together with the various participants/customers in these markets. To help calculate interest and exchange rates and understand the theoretical and practical factors that affect both and to be in a position to analyse them from both the customers' and banks' perspective. It will also enable students to be familiar with the various treasury market instruments and operations and to understand the nature of treasury and rate risk and exchange rate risk.

**HRM 2707/2708 Human Resource Management**

Managing individual relations in employment; the changing nature of work; managing flexible organisations and the evolution of the personnel function in contributing to corporate effectiveness; strategic choice facing the personnel function in managing workforces; implementing personnel objectives in today's organisations. The objectives, roles and functions

of the personnel department will also be reviewed. The subject also introduces students to management-employee relations at the collective level. It will consider the attitudes, goals and organisation of the parties, the framework of law within which industrial relations is conducted, the working practices and procedures adopted by the parties and some recent trends and developments in industrial relations including the growing emphasis on strategic approaches to the management of industrial relations.

**MIS 2706/2707 Artificial Intelligence and Expert Systems**

Foundations of artificial intelligence; knowledge representation; knowledge elicitation; uncertainty; induction; characteristics and structure of expert systems; development tools; rule-based systems; development methodologies; applications of knowledge-based systems.

**MIS 2709/2711 Electronic Commerce**

This course provides an understanding of the tools, skills, business concepts and social issues that surround the emergence of electronic commerce on the internet. The student is introduced to specific tools for communicating on the internet – such as file transfer protocol (FTP), electronic mail and Usenet news. The emphasis of the course is on that part of the Internet known as the World Wide Web (WWW) where such tools as Mosaic and Netscape are used. Students will learn how to create HTML (hypertext markup language) documents and will establish personal Web pages. In addition to acquiring basic skills for navigating the internet and creating a personal electronic presence on the WWW, the student will develop an understanding of the current practices and opportunities in electronic publishing, electronic shopping, electronic distribution, and electronic collaboration.

**MIS 2710/2712 Computer Networks and Systems Architecture**

Computer systems and architecture; elements of communications systems; LANs and WANs; network configuration; protocol and software selection; interfacing of microcomputer to network; network operations management.

**MKT 2705/2708 Consumer and Buyer Behaviour**

This course examines consumers and individuals in their social and cultural setting, and in their decision-making processes. The buying behaviour of organisations is also examined – the network of relationships among buyers and sellers, partners and governments; how strategies are formed in industrial markets; how the marketing mix for industrial products may be developed and implemented.

**MKT 2707/2704 International Marketing**

This course examines the international marketing environment; assesses the potential for products and services in the context of different cultures, risk and uncertainties and demonstrates how companies compete in international markets. It also examines how companies enter foreign markets and how they develop and implement an international marketing strategy.

**MKT 2709/2711 Marketing Research**

This course examines the role of research in marketing decision-making and develops skills in questionnaire design, observation techniques, the use of focus groups; acquisition and evaluation of secondary data; analysis and statistical techniques; report writing and presentation of results.

**MKT 2710/2712 Marketing Communications**

Modern companies must manage complex marketing communications systems with their consumers, middlemen and various publics. This course examines the behavioural foundations of marketing communications, medial advertising, sales promotion, direct marketing, public relations, personal selling and sales management.

<b><i>Mode E (Management Information Systems)</i></b>
---

**Level One**

The Faculty may grant exemption from Level One of the programme to students with post-secondary qualifications as detailed above (value 60 credits).

**Level Two**

<i>Sri Lanka</i>		<i>Credits</i>
MIS2719	Databases and Information Resource Management	12
FIN2720	Business Finance 12	
MIS2720	Computer Networks and Internet Applications	12
MIS2721	Management of Information Systems	12
MIS2722	Decision Support Systems	12
<b>Total</b>		<b>60</b>

**Level Three**

<i>Sri Lanka</i>		<i>Credits</i>
BMGT2721	Business Policy	12
MKT2714	International Marketing	12
MIS2723	Electronic Commerce	12
MIS2724	Information Systems Development and Implementation	12
MIS2725	Information Systems Application Development (project)	12
<b>Total</b>		<b>60</b>

## Diploma (University College Dublin) in International Business (DIB)

1. The Diploma in International Business is designed to provide a course in business studies for visitors to the Faculty of Commerce final year undergraduate programmes. It is offered to foreign students who attend as Diploma in International Business fee-paying students only. It is therefore not open to ERASMUS or other exchange students. Entry is based on application to the Faculty of Commerce and will be at the discretion of the Bachelor of Commerce Programme Director.
2. The normal entry standard to the DIB programme shall be the achievement of a standard equivalent to Level 2 in the BComm programme.
3. Attendance is required for at least three terms after admission and during attendance, candidates cannot at the same time engage in any other course in the University or elsewhere.
4. Examinations take place in Winter and Summer each academic year.
5. Where appropriate, the results of a test of English as a Foreign Language (TOEFL) should also be submitted.
6. There are two distinct elements in the programme. The core element includes International Marketing, International Business, International Economics, International Finance and European Industrial Relations and HRM. The second part of the programme consists of one elective course.
7. All courses are chosen from Level 3 of the Bachelor of Commerce Degree Programme. Course descriptions may be found at the beginning of this booklet. The availability of these courses may be constrained.
8. Further details and application forms may be obtained from:  
  
Programme Office,  
Diploma in International Business,  
Quinn School of Business,  
University College Dublin,  
Belfield,  
Dublin 4, Ireland