

University College Dublin
An Coláiste Ollscoile Baile Átha Cliath

National University of Ireland, Dublin
Ollscoil na hÉireann, Baile Átha Cliath



School of Business
(Undergraduate Programmes)

Session 2005/06

From September 2005 all first year courses are modularised.
Further information is available at www.ucd.ie/horizons

Note

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

UCD School of Business communicates to students by e-mail through a student's university e-mail address. All students have an obligation to regularly check their University 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.

UCD School of Business reserves the right to change Degree Programme Structures, pass marks and other related Academic Programme matters on an on-going basis.

--

Contents

<i>Degrees in Business – Extract from Statute of the University</i>	6
Degree of Bachelor of Commerce	7
Regulations.....	7
<i>Syllabus of Courses for the Degree of Bachelor of Commerce</i>	11
Degree of Bachelor of Commerce (International)	24
Regulations.....	24
<i>Syllabus of Courses</i>	28
<i>Language Syllabi</i>	42
Degree of Bachelor of Commerce in the "Centro De Estudios Superiores Universitarios De Galicia" (Cesuga)	48
Regulations.....	48
<i>Syllabus of Courses</i>	51
Degree of Bachelor of Actuarial and Financial Studies	62
Regulations.....	62
<i>Bachelor of Actuarial and Financial Studies Format</i>	64
Degree of Bachelor of Business Studies (Industrial Relations/Human Resources) through Distance Learning	68
Regulations.....	69
Summary of Courses for the Diploma.....	69
Summary of Courses for the Bachelor of Business Studies (Industrial Relations/Human Resources).....	70
Degree of Bachelor of Business Studies (Management) through Distance Learning ..	72
Regulations.....	73
Summary of Courses for the Diploma.....	73
Summary of Courses for the Bachelor of Business Studies (Management).....	74
Degree of Bachelor of Business Studies (Management) through Distance Learning (China and Singapore)	76
Entry Requirements.....	76
Regulations.....	76
Summary of Courses for the Diploma in Business Studies (Management) (China and Singapore).....	77
Summary of Courses for the Bachelor of Business Studies (Management) (China and Singapore).....	77
Description of Courses for the Bachelor of Business Studies (BBS): (BBS in Industrial Relations/Human Resources; BBS in Management; BBS in Management (China/Singapore)).....	78
Certificate in Financial Services	84
Degree of Bachelor of Financial Services	86
Regulations.....	86
Summary of Courses for the Degree of Bachelor of Financial Services.....	88
Degree of Bachelor of Business and Legal Studies (BBLs)	90
Regulations.....	90

Commerce (Undergraduate Programmes)

Degree of Bachelor of Business & Legal Studies (European).....	93
Degree of Bachelor of Business & Legal Studies (International)	94
Summary of Courses	95
Syllabus of Courses	99
Degree of Bachelor of Science (Economics and Finance)	119
Regulations	119
Syllabus of Courses for the Degree of Bachelor of Science (Economics and Finance).....	122
Degree of Bachelor of Science	127
Regulations	127
Summary of Courses for the Degree of Bachelor of Science Modes A, B, C, D, E and F.....	127
Description of Courses for the Bachelor of Science (BSc).....	132
Diploma in the Foundations of Business	137
Syllabus of Courses for the Diploma in the Foundations of Business.....	139
Diploma (University College Dublin) in International Business (DIB).....	141

Degrees in Business – 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 College of Business and Law

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 Bachelor of Business and Legal Studies (BBLS)

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)

Degree of Bachelor of Commerce

Regulations

- 1 The Degree of Bachelor of Commerce is a primary degree in UCD School of Business.
- 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 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.

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:

Credits

Commerce (Undergraduate Programmes)

Level 2:	ACC	2001	(1 unit)	7.5
	ACC	2004	(1 unit)	7.5
	BMGT	2001	(1 unit)	7.5
	ECON	2281	(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
Total				60.0
Level 3:	BMGT	3001	(1 unit)	6.0
	BMGT	3004	(1 unit)	6.0
	Area of Concentration (including electives)		(8 units)	48.0
Total				60.0

Please Note: the above courses are as prescribed for the academic year 2005/2006. Students should note that the courses listed for Levels 2 and 3 for the academic year 2006/2007 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 Levels 1, 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.
 - (i) 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 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.
- 6 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.
- 7 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.

- 8 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/offering(s) of courses is determined by UCD School of Business and an application to register for a course/offering does not guarantee entry into that course/offering. 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 College records show that the student is enrolled for the course.
- 9 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 10 can a student register for an additional elective.
- 10 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.
- 11 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.
- 12 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.

13 *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.

14 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.

15 *Study Abroad*

- (i) At the discretion of UCD School of Business, 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. UCD School of Business also reserves 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.

UCD School of Business reserves 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 UCD School of Business Student Exchanges. In addition, if requested, students must respond to requests to contact their coordinator(s) both in UCD and in the host institution. Students must provide a suitable phone number for this purpose and should also monitor their e-mail on a regular basis.

- 16 Students who defer examinations run the risk of encountering administrative issues such as not being eligible to register to courses at the same time as those students who complete examinations on time, timings of second offering examinations, etc. As a consequence, students are advised not to defer examinations.
- 17 A student may not repeat any examination that the student has already passed.
- 18 A maximum of 40% of the total marks available in each course may be allotted to course work.

Syllabus of Courses for the Degree of Bachelor of Commerce

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 2281	Intermediate Economic Theory	(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"> • Accounting • Banking and Finance • General Management • International Business | <ul style="list-style-type: none"> • Management Information Systems • Marketing • Human Resource Management |
|---|--|

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.

Second Year (Level 2) Courses

Management Accounting

ACC 2001

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.

Financial Accounting 2

ACC 2004

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.

Business Logistics and Operations Management**BMGT 2001**

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.

Intermediate Economic Theory**ECON 2281**

This course builds on Level 1 microeconomics and macroeconomics to extend the student's knowledge of the theory of the firm and consumer behaviour, market structures, and welfare economics, on the one hand, and aggregate supply and demand, monetary economics, and international finance, on the other.

Finance**FIN 2001**

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.

Managing Employee Relations**HRM 2001**

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.

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

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.

Marketing**MKT 2001**

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.

Third Year (Level 3) Programme Core, Mode Core and Elective Courses

Financial Accounting 3

ACC 3001

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.

Accounting Theory and Contemporary Issues

ACC 3004

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.

Cost Management

ACC 3007

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/under-application 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.

Advanced Management Accounting

ACC 3010

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.

Taxation

ACC 3013

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.

Company Law

ACC 3017

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.

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

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.

Strategy Formulation and Implementation **BMGT 3001**

This course examines the internal and external environments of the firm. Strategic options, the link between strategy and the nature of the firm and the nature of competitive advantage are examined. The implementation of strategy across firms and industries is discussed.

Ireland in Europe **BMGT 3004**

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 globalisation. The interaction between domestic and foreign influences on business development. The emerging Irish model of development. The transformation of indigenous enterprise.

Management of Services **BMGT 3011**

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.

Supply Chain Management **BMGT 3014**

The Supply Chain Management course is designed for students wishing to gain an understanding of how successful supply chain management strategies can contribute to improved business performance. Supply Chain Management gives the student an insight into the entire supply chain process from raw materials through to the end customer. The topics covered include supply chain strategy development, relationship management, procurement and supplier management, information technology and e-business, operations and services management, and customer services management. The focus of the course is to provide an understanding of how to synchronise and link an entire supply chain through information, materials and people in order to support the objectives of the supply chain strategy.

Managing Business Ethics **BMGT 3023**

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.

International Business**BMGT 3029**

This course is introduced by examining the global business environment and opportunities for international business. Country factors are differentiated particularly in regard to political economy. The pillars of International Business are analysed namely the cultural, political, legal and economic characteristics of respective countries and regions. Other areas that are examined are: trade and foreign direct investment theory and political economy; regional economic integration; the global monetary system – in particular the foreign exchange market; strategy, entry strategies and strategic alliances; exporting, importing and counter trade; and global manufacturing and materials management.

European Industry and Business Enterprise**BMGT 3032**

This course examines the nature and the basis of Europe's business framework: the role of the EU (political, strategic and practical) through the review of current market examples and its effects, positive and negative, on competitiveness across industry sectors. Comparisons of the approaches and initiatives taken by the EU (with other economic blocs), the threats faced and the policy responses. The impact of the single market, the single currency and the challenge of enlargement are topics that are examined in some detail. The course is taught through lectures with case studies (class participation is expected) and group work.

Institutions, Administration and Politics, Policy-Making of the EU BMGT 3035

This course is designed to introduce students to the European Union, an international organisation that is having an increasing impact on political and business decision-making in Ireland. The course has three main objectives: firstly, to make students familiar with the basic institutions, political structure and policies of the Union. What are the key EU institutions, how do they operate and how are decisions made? The second objective is to place the EU in a broader political and economic context. The EU's development can be studied in several ways. It might, for example, be seen as a response to globalisation and a collective effort to manage international forces that can no longer be managed by individual states. Thirdly, students will be introduced to the debates surrounding the nature and trajectory of European integration. "What does the Union represent?" Is it a means by which sovereign nation states are co-operating on an intergovernmental basis to their mutual benefit? Or is it a rolling process leading towards political union and a federal government? Maybe it is neither, a new political structure that goes beyond our traditional definitions of what is a state.

Public Administration, Public Finance and Government Framework BMGT 3038

This course examines the business of Government with the role and development of Public Administration in Ireland as the centre focus. Beginning with an examination of the basis of and constitutional and political background to Irish Public Administration, it then analyses the structure and evolution of the Civil Service, State Sponsored Bodies and Local Government. In addition, the course examines the efforts made to reorganise and restructure the institutions of Public Administration. The course continues with an examination of the relationship between the Citizen, Corporate and Private, and the State and looks at the question of ethics in the Public Service. Finally it concludes by examining the influence of the EU on the Irish System of Public Administration.

Knowledge Management and Innovation

BMGT 3052

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.

Entrepreneurial Management

BMGT 3055

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.

Leadership and Change Management

BMGT 3058

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.

Business Excellence

BMGT 3061

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

Management of Innovation and Change**BMGT 3064**

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-organisational 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.

Asian Business**BMGT 3067**

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.

Globalisation**BMGT 3070**

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.

Cross-cultural Management**BMGT 3073**

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.

Applied Econometrics I**ECON 3180**

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

Applied Econometrics II**ECON 3181**

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.

Industrial/Managerial Economics**ECON 3182**

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.

Macroeconomics**ECON 3183**

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.

International Monetary Economics**ECON 3184**

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.

International Economics (Trade)**ECON 3185**

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.

Economics of Public Choice**ECON 3188**

The course builds on the microeconomics taught in the second year. Non-market decisions are studied from an economic perspective at both an intuitive and a technically advanced level (for instance optimisation with more than one constraint). First, market failures are discussed and the non-optimality of the provision of public goods and externalities is formally established. Then, various aspects of public choice are discussed in theoretic frameworks: (i) models of democratic decision-making; (ii) macroeconomic models of political instability and time-inconsistency; and (iii) models of microeconomic inefficiencies due to rent-seeking behaviour and bureaucracies. Finally, if time permits, students may choose additional topics, for instance, models of environmental policies or political economy models of reform.

Applied Macroeconomics**ECON 3187**

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.

Aspects of Financial Theory**FIN 3001**

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.

Investment and Portfolio Management**FIN 3006**

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.

Financial Institution Management**FIN 3011**

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.

Treasury Management**FIN 3015**

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.

Financial Management**FIN 3019**

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.

International Financial Management**FIN 3023**

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.

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

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

Insurance Claims and Underwriting**FIN 3031**

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

Insurance Regulation**FIN 3034**

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

Reinsurance**FIN 3037**

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

Pension Fund Management**FIN 3040**

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.

Human Resource Management Techniques**HRM 3001**

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.

European Industrial Relations and HRM**HRM 3004**

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.

Negotiation and Conflict Resolution**HRM 3007**

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.

Human Resource Development**HRM 3010**

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.

Managing Diversity and Gender at Work**HRM 3013**

This course aims to equip students with some understanding of the dynamics of employee diversity, with a focus on gender relations in employment. Course topics include the origins of inequality in employment, and remedies including legal and organisational initiatives.

Information Systems Development and Implementation**MIS 3001**

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.

Management of Information Systems**MIS 3004**

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.

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

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.

Networking and Internet Applications**MIS 3010**

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.

Decision Applications**MIS 3013**

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.

Computer Applications**MIS 3019**

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.

Software Design**MIS 3022**

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.

Mathematical Decision Support Systems**MIS 3027**

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.

Consumer and Buyer Behaviour**MKT 3001**

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.

Services Marketing**MKT 3004**

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.

International Marketing**MKT 3007**

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.

Marketing Communications

MKT 3010

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.

Marketing Research

MKT 3013

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.

Strategic Marketing Management

MKT 3016

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 UCD School of Business offered in association with the School of Languages, Literatures and Film.
- 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 Programmes)

Level 2		Credits
	BMGT 1004 (2 units)	7.5
	ACC 2002 (1 unit)	6.0
	FIN 2002 (1 unit)	6.0
	HRM 2002 (1 unit)	6.0
	BMGT 2002 (1 unit)	6.0
or	MIS 2002 (1 unit)	6.0
	MKT 2002 (1 unit)	6.0
	Language/Literature Courses (6 units)	22.5
		60.0

Year Abroad *Business Subjects[†]* 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.

Level 4		Credits
	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)	30.0
		60.0

Please Note: the above courses are prescribed for the academic year 2005/2006. Students should note that the courses listed for Levels 1, 2 and 4 for the academic year 2006/2007 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 UCD School of Business.

- 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 UCD School of Business. Level 4 courses are taken in the final year of the degree programme. Business Studies courses in Levels 2 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 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

[†] 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.

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:

- (i) 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 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.
- 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 Semester 1 electives must be made at the end of the Level 3 academic year. The number of student places in courses/offering(s) of courses is determined by UCD School of Business and an application to register for a course/offering does not guarantee entry into that

course/offering. The 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 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 College 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 UCD School of Business reserves 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 UCD 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 e-mail on a regular basis.
- 15 Students who defer examinations run the risk of encountering administrative issues such as not being eligible to register to courses at the same time as those students who complete examinations on time, timings of second offering examinations, etc. As a consequence, students are advised not to defer examinations.
- 16 A student may not repeat any examination that the student has already passed.
- 17 A maximum of 40% of the total marks available in each Business course may be allotted to course work.

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 College of Arts and Celtic Studies Undergraduate Syllabus Booklet.

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)
or	MIS 2002 Database Systems Development & Information Management	(1 unit)
	FIN 2002 Finance	(1 unit)
	HRM 2002 Managing Employee Relations	(1 unit)
	MKT 2002 Marketing	(1 unit)

FR 2400	French Language/Literature Courses	
	Français parlé et écrit	(4 units)
	Reading the Nineteenth Century	(2 units)

IR 2400	Cúrsaí i dteanga agus i litríocht na Gaeilge	
	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)

GER 2400	German Language/Literature Courses	
	German Language – Level 2	(2 units)
	German Electives	(3 units)
	Wirtschaft	(1 unit)

ITAL 2400	Italian Language/Culture Courses	
	Italian Language	(3 units)
	Italian Language and Literary Culture	(1 unit)
	Italian Literary Texts	(2 units)

SPAN 2400

Spanish Language/Literature Courses

Spanish Language II	(1.5 units)
Expresión Escrita I	(0.5 unit)
Spanish Linguistics II	(0.5 unit)
Medieval Literature I	(0.5 unit)
Golden-Age Drama I	(0.5 unit)
Cervantes	(0.5 unit)
Modern Verse	(0.5 unit)
Modern Novel	(0.5 unit)
Latin-American Literature I	(0.5 unit)
Tutorials	(0.5 unit)
Portuguese I	(1 unit, optional, in place of certain literature courses)

**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)

FR 3400

French Language/Literature Courses

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^e et XII^e 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

* 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.

IR 3400	Cúrsaí i dteanga agus i litríocht na Gaeilge	
	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 17ú hAois	(0.5 aonad)
	Gearrscéalta an Chadhnaigh	(0.5 aonad)
nó	An Ghaeilge Chlasaiceach IV	(0.5 aonad)
GER 3400	German Language/Literature Courses	
	German Language Classes (Textstunde)	(2 units)
	German Electives	(4 units)
	Staging the Third Reich	
	Modality and Politeness	
	Modern German Film	
	Amerika in der deutschen Literatur	
	Erzählen um 1900	
	Nietzsche	
	Joseph Roth	
	Reading Kafka	
	Sociolinguistics	
	The German minority in Italy in the 20 th century	
	Musik und Literatur	
	Johann Nestroy	
ITAL 3400	Italian Language/Culture Courses	
	Italian Language	(3 units)
	Aspects of Italian Cultural History	(3 units)
SPAN 3400	Spanish Language/Literature Courses	
	Spanish Language III	(2 units)

Four units' worth of courses to be chosen from the following:

Expresión Escrita II	(1 unit)
Spanish Linguistics III: Historical Phonology	(0.5 unit)
Semantics of Spanish II	(1 unit)
Medieval Literature II	(1 unit)
Golden-Age Drama II	(1 unit)
Golden-Age History	(0.5 unit)
Romantic Drama	(0.5 unit)
Nineteenth-Century Realism	(0.5 unit)
Poetry of Antonio Machado	(1 unit)
Poet in New York: Federico García Lorca	(0.5 unit)
Novel under Franco	(1 unit)
Carmen Martín Gaité	(1 unit)
Latin-American Indigenous Novel	(1 unit)
Mexican Feminist Writing	(0.5 unit)
Latin-American Literature in the 1960s	(1 unit)
Literature in the Portuguese-Speaking World	(0.5 unit)
Portuguese II	(1 unit)

Second Year (Level 2) Courses

Management Accounting

ACC 2002

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.

Organisational Behaviour

BMGT 1004

(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.

Business Logistics and Operations Management

BMGT 2002

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.

Finance**FIN 2002**

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.

Managing Employee Relations**HRM 2002**

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.

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

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.

Marketing**MKT 2002**

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) Programme Core and Elective Courses**Financial Accounting 3****ACC 3002**

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.

Accounting Theory and Contemporary Issues**ACC 3005**

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.

Cost Management**ACC 3008**

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/under-application 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.

Advanced Management Accounting**ACC 3011**

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.

Taxation**ACC 3014**

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.

Company Law**ACC 3018**

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.

Strategy Formulation and Implementation**BMGT 3002**

This course examines the internal and external environments of the firm. Strategic options, the link between strategy and the nature of the firm and the nature of competitive advantage are examined. The implementation of strategy across firms and industries is discussed.

Management of Services**BMGT 3012**

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.

Supply Chain Management**BMGT 3015**

The Supply Chain Management course is designed for students wishing to gain an understanding of how successful supply chain management strategies can contribute to

improved business performance. Supply Chain Management gives the student an insight into the entire supply chain process from raw materials through to the end customer. The topics covered include supply chain strategy development, relationship management, procurement and supplier management, information technology and e-business, operations and services management, and customer services management. The focus of the course is to provide an understanding of how to synchronise and link an entire supply chain through information, materials and people in order to support the objectives of the supply chain strategy.

Managing Business Ethics**BMGT 3024**

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.

International Business**BMGT 3030**

This course is introduced by examining the global business environment and opportunities for international business environment and opportunities for international business. Country factors are differentiated particularly in regard to political economy. The pillars of International Business are analysed namely the cultural, political, legal and economic characteristics of respective countries and regions. Other areas that are examined are: trade and foreign direct investment theory and political economy; regional economic integration; the global monetary system – in particular the foreign exchange market; strategy, entry strategies and strategic alliances; exporting, importing and counter trade; and global manufacturing and materials management.

European Industry and Business Enterprise**BMGT 3033**

This course examines the nature and the basis of Europe's business framework: the role of the EU (political, strategic and practical) through the review of current market examples and its effects, positive and negative, on competitiveness across industry sectors. Comparisons of the approaches and initiatives taken by the EU (with other economic blocs), the threats faced and the policy responses. The impact of the single market, the single currency and the challenge of enlargement are topics that are examined in some detail. The course is taught through lectures with case studies (class participation is expected) and group work.

Institutions, Administration and Politics, Policy-Making of the EU BMGT 3036

This course is designed to introduce students to the European Union, an international organisation that is having an increasing impact on political and business decision-making in Ireland. The course has three main objectives: firstly, to make students familiar with the basic institutions, political structure and policies of the Union. What are the key EU institutions, how do they operate and how are decisions made? The second objective is to place the EU in a broader political and economic context. The EU's development can be studied in several ways. It might, for example, be seen as a response to globalisation and a collective effort to manage international forces that can no longer be managed by individual states. Thirdly, students will be introduced to the debates surrounding the

nature and trajectory of European integration. "What does the Union represent?" Is it a means by which sovereign nation states are co-operating on an intergovernmental basis to their mutual benefit? Or is it a rolling process leading towards political union and a federal government? Maybe it is neither, a new political structure that goes beyond our traditional definitions of what is a state.

Public Administration, Public Finance and Government FrameworkBMGT 3039

This course examines the business of Government with the role and development of Public Administration in Ireland as the centre focus. Beginning with an examination of the basis of and constitutional and political background to Irish Public Administration, it then analyses the structure and evolution of the Civil Service, State Sponsored Bodies and Local Government. In addition, the course examines the efforts made to reorganise and restructure the institutions of Public Administration. The course continues with an examination of the relationship between the Citizen, Corporate and Private, and the State and looks at the question of ethics in the Public Service. Finally it concludes by examining the influence of the EU on the Irish System of Public Administration.

Knowledge Management and Innovation

BMGT 3053

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.

Entrepreneurial Management

BMGT 3056

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.

Leadership and Change Management

BMGT 3059

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.

Business Excellence**BMGT 3062**

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

Management of Innovation and Change**BMGT 3065**

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-organisational 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.

Asian Business**BMGT 3068**

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.

Globalisation**BMGT 3071**

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.

Cross-cultural Management**BMGT 3074**

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.

Applied Econometrics**ECON 3280**

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

Applied Econometrics II**ECON 3281**

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.

Industrial/Managerial Economics**ECON 3282**

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.

Macroeconomics**ECON 3283**

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.

International Monetary Economics**ECON 3284**

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.

International Economics (Trade)**ECON 3285**

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.

Economics of Public Choice**ECON 3288**

The course builds on the microeconomics taught in the second year. Non-market decisions are studied from an economic perspective at both an intuitive and a technically advanced level (for instance optimisation with more than one constraint). First, market failures are discussed and the non-optimality of the provision of public goods and externalities is formally established. Then, various aspects of public choice are discussed in theoretic frameworks: (i) models of democratic decision-making; (ii) macroeconomic models of political instability and time-inconsistency; and (iii) models of microeconomic inefficiencies due to rent-seeking behaviour and bureaucracies. Finally, if time permits, students may choose additional topics, for instance, models of environmental policies or political economy models of reform.

Applied Macroeconomics**ECON 3287**

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.

Aspects of Financial Theory

FIN 3002

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.

Investment and Portfolio Management

FIN 3007

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.

Financial Institution Management

FIN 3012

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.

Treasury Management

FIN 3016

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.

Financial Management

FIN 3020

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.

International Financial Management

FIN 3024

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.

Nature and Role of Insurance Markets

FIN 3029

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

Insurance Claims and Underwriting

FIN 3032

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

Insurance Regulation**FIN 3035**

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

Reinsurance**FIN 3038**

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

Pension Fund Management**FIN 3041**

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.

Human Resource Management Techniques**HRM 3002**

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.

European Industrial Relations and HRM**HRM 3005**

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.

Negotiation and Conflict Resolution**HRM 3008**

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.

Human Resource Development**HRM 3011**

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.

Managing Diversity and Gender at Work**HRM 3014**

This course aims to equip students with some understanding of the dynamics of employee diversity, with a focus on gender relations in employment. Course topics include the

origins of inequality in employment, and remedies including legal and organisational initiatives.

Information Systems Development and Implementation

MIS 3002

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.

Management of Information Systems

MIS 3005

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:

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

Advanced Topics in Management Information Systems

MIS 3008

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.

Networking and Internet Applications

MIS 3011

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.

Decision Applications**MIS 3014**

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.

Computer Applications**MIS 3020**

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.

Software Design**MIS 3023**

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.

Mathematical Decision Support Systems**MIS 3028**

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.

Consumer and Buyer Behaviour**MKT 3002**

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.

Services Marketing**MKT 3005**

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.

International Marketing

MKT 3008

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.

Marketing Communications

MKT 3011

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.

Marketing Research

MKT 3014

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.

Strategic Marketing Management

MKT 3017

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:

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 School of Irish, Celtic Studies, Irish Folklore and Linguistics.

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 intensively. The emphasis is in grammar, argumentation, narration, forms of summary and presentation.

German Electives**(3 units)**

For full details on Elective choices (literary, linguistics, cultural studies), please contact the School of Languages, Literatures and Film.

Wirtschaft**(1 unit)**

A specialised Wirtschaft course offered to B.Comm (International) students aimed at preparing students for their academic year abroad.

ITAL 2400 Italian Courses**Italian Language****(3 units)**

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

Italian Language and Literary Culture**(1 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 its origins and the present.

Italian Literary Texts**(2 units)**

This course covers a small number of works representing the Italian literary canon, from Dante to the twentieth century.

SPAN 2400 Spanish Courses

Spanish Language II	(1.5 units)
Expresión Escrita I	(0.5 unit)
Spanish Linguistics II(0.5 unit)	
Medieval Literature I	(0.5 unit)
Golden-Age Drama I	(0.5 unit)
Cervantes	(0.5 unit)
Modern Verse	(0.5 unit)
Modern Novel	(0.5 unit)
Latin-American Literature I	(0.5 unit)
Tutorials	(0.5 unit)
Portuguese I	(1 unit, optional, in place of certain literature courses)

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 XX^{ème} siècle dont 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 littérature des XIIe et XIIIe siècles

Ce cours sera consacré à 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 et 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: réal et réalisme

C'est en France que le cinéma reçut l'appellation de 7^e 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 School of Languages, Literatures and Film with detailed course descriptions and prescribed texts for the current degree programme.

IR 3400 Cúrsaí na Gaeilge

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 School of Irish, Celtic Studies, Irish Folklore and Linguistics.

GER 3400 German Courses**German Language Classes (Textstunde)****(2 units)**

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 Zusammenfassung (summary of a text), a Protokoll (minute taking from oral presentation), a mündliches Kurzreferat (oral presentation) and a debate and finally a Kommentar (writing a commentary). There is continuous assessment throughout the year (5 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 School of Languages, Literatures and Film operates a progression rule. A pass mark will not be granted to a candidate who fails to reach an overall pass standard in the language components.

German Electives

Students must enrol for two elective courses per semester

Semester 1

Staging the Third Reich	(1 unit)
Modality and Politeness	(1 unit)
Modern German Film	(1 unit)
Amerika in der deutschen Literatur	(1 unit)
Erzählen um 1900	(1 unit)
Nietzsche: Jenseits von Gut und Böse	(1 unit)

Semester 2

Joseph Roth	(1 unit)
Reading Kafka	(1 unit)
Sociolinguistics	(1 unit)
The German Minority in Italy in the 20 th Century	(1 unit)
Musik and Literatur in der deutschen Romantik	(1 unit)
Johann Nestroy	(1 unit)

Note: Courses are subject to change from year to year. A booklet is available from the School of Languages, Literatures and Film with detailed course descriptions and prescribed texts for the current degree programme.

ITAL 3400 Italian Courses**Italian Language (3 units)**

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

Aspects of Italian Cultural History (3 units)

In this course the student examines aspects of Italian cultural history including Dante (*Purgatorio*), Machiavelli (political writings), Aristo (*Orlando furioso*), eighteenth- and nineteenth-century literature, Modernist fiction and two optional areas of study.

SPAN 3400 Spanish Courses

Spanish Language III (2 units)

Four units' worth of courses to be chosen from the following:

Expresión Escrita II (1 unit)

Spanish Linguistics III: Historical Phonology (0.5 unit)

Semantics of Spanish II (1 unit)

Medieval Literature II (1 unit)

Golden-Age Drama II (1 unit)

Golden-Age History (0.5 unit)

Romantic Drama (0.5 unit)

Nineteenth-Century Realism (0.5 unit)

Poetry of Antonio Machado (1 unit)

Poet in New York: Federico García Lorca (0.5 unit)

Novel under Franco (1 unit)

Carmen Martín Gaité (1 unit)

Latin-American Indigenous Novel (1 unit)

Mexican Feminist Writing (0.5 unit)

Latin-American Literature in the 1960s (1 unit)

Literature in the Portuguese-Speaking World (0.5 unit)

Portuguese II (1 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 UCD School of Business.
- 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 UCD School of Business.
- 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.

Level 1 (First Year)	Credits
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)	7.50
Total	75.00

Commerce (Undergraduate Programmes)

<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)	7.50
Total				75.00
<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
FIN	3713	(1 unit)	4.00	
MIS	3701		(1 unit)	4.00
MKT	3701		(1 unit)	4.00
Total				75.00
<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
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)	4.00
Total				75.00

- 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 UCD School of Business. The School 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 1. 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 2. 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			75.00

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	7.50
Total			75.00

Commerce (Undergraduate Programmes)

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
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	4.00
		Total	75.00

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
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	6.00
		Total	75.00

First Year (Level 1) Courses

Spanish Civil Law, I

(1 unit) **ACC 1704**

Concepto del Derecho. Derecho objetivo y subjetivo. La persona física y jurídica. Las obligaciones: concepto, elemento y clases. Los Contratos Civiles: características y clasificaciones.

Spanish Civil Law, II**(1 unit) ACC 1705**

Los Derechos Reales y el Usufructo. El Derecho de la Propiedad. Las Hipotecas mobiliarias e inmobiliarias. El Derecho de Familia.

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

Business Communications (Introduction), I**(4 units) BMGT 1703**

The course is designed to revise essential language structures and introduce the communications skills students require at an intermediate level. This course provides practice for the Cambridge First Certificate exam which students are encouraged to take. In addition to training for the exam, this section of the course will focus on sharpening reading skills and developing the ability to summarise and synthesise information in order to prepare them for using English in their academic studies. The writing component of the course is intended to provide practice in writing for academic purposes at university level such as answering exam-style essay questions and writing summaries. Students also work on gaining confidence in their use of spoken English. A further element of the course is an introduction to general business English terms in order to familiarise students with specific area of English that is new to the vast majority. It is also designed in order to provide support for students studying business related academic subjects in English (Human Resources and Principles of Management). An introduction to the translation from Spanish to English of business related texts is also included in order to reinforce grammar and vocabulary.

Business Communications, II**(2 units) BMGT 1704**

The writing section of the course is designed to provide students with guided writing practice at an intermediate level. The focus will be on developing the required skills and strategies for FCE (First Certificate English) type writing tasks including planning and ordering information and details, revising and editing skills, an introduction to writing transactional letters, and answering discussion type essay questions. Speaking activities consist mainly of case studies, where students are expected to analyse situations and put

forward a series of recommendations and possible courses of action. The Business English section of the course focuses on Marketing vocabulary, as well as more complex texts for translation, where students are encouraged to extend their use of vocabulary and apply more complex structures.

Principles of Microeconomics (1 unit) ECON 1303

Basic analysis of markets. Demand, production and cost functions. Basic comparisons between monopoly and competition. Policy applications.

Principles of Macroeconomics (2 units) ECON 1304

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.

Managing Employee Relations (2 units) HRM 2709

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.

Mathematics (2 units) MATH 1704

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.

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

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.

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

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.

Second Year (Level 2) Courses

Financial Accounting (3 units) **ACC 1701**

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.

Organisational Behaviour (2 units) **BMGT 1702**

(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.

Business Communications, III (2 units) **BMGT 2701**

This course is designed to extend and develop communication skills in English at an upper-intermediate level. Emphasis will be placed on aspects of the language that usually pose difficulty for students at a post-intermediate level including tense contrasts and collocation. The course book provides revision and practice for the CAE (Cambridge Advanced English) exam. One section of the course will focus on building writing strategies required for completing CAE exam type writing tasks. One hour a week will be spent on speaking practice. This section of the course is intended to complement the study of the topics covered in the Objective CAE course book providing practice in talking about a variety of topics and situations, in particular current events. Students will be expected to prepare and present topics through debates and informal talks and participate in problem-solving tasks.

Business Communications, IV**(2 units) BMGT 2702**

This course is designed to develop and consolidate communications skills in English at an upper-intermediate level. The focus will be on developing the topic vocabulary and language skills that will enable students to become more effective in their use of English and better able to understand and produce more complex texts. Special attention will be given to aspects of the language that usually pose difficulty for students at an advanced level such as verb combinations and idioms. The writing section of the course is designed to provide students with guided writing practice at an advanced level including writing a report and discursive writing.

Spanish Business Law, I**(2 units) ACC 2706**

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.

Spanish Business Law, II**(1 unit) ACC 2707**

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.

Finance**(2 units) FIN 2722**

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.

Quantitative Finance**(1 unit) FIN 2718**

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.

Business Statistics**(2 units)****MIS 1701**

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 co-efficients, Durban-Watson statistic, autocorrelation, heteroskedasticity. Time-series models and forecasting models, including stochastic processes. Applications to quality control. (Optional) principal components and factor analysis.

**Database Systems Development and
Information Management****(1 unit)****MIS 2717**

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.

Introduction to Management Science (2 units) MIS 2718

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.

Third Year (Level 3) Courses**Management Accounting (2 units) ACC 2715**

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.

Financial Accounting, II (2 units) ACC 2716

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.

Business Logistics and Operations Management (2 units) BMGT 2716

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.

Business Communications, V (2 units) BMGT 3701

The objective of this course is to develop and improve English language skills at an upper-intermediate level. Students in this course will progressively build up proficiency level skills. Exercises will develop and increase vocabulary skills, revise grammar at an advanced level, appreciate reading passages and improve listening skills. Topics

covered will also include the use and structure of writing skills: descriptive, narrative and discursive writing. Students will improve oral skills by means of discussion opportunities based on discussion and communication activities taken from the Cambridge Proficiency Examinations.

Business Communications, VI (2 units) **BMGT 3702**

The aim of this course is to provide students with a continuation of the skills mastered in Business Communications V at a more complex level. Exercises will include revision of complex grammatical structures such as idioms and phrasal verbs in the English language; reading passages from weekly magazines such as the Economist, Time or Newsweek based on students interests and tastes; writing skills which will include summary writing, rephrasing and fixed word limit; and listening skills which will emphasis listening for specific information, note-taking and interpreting a speaker's attitude. Special emphasis will be given to Examination Practice for the Cambridge Proficiency Examinations.

Spanish Labour Law, I (1 unit) **HRM 3702**

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.

Spanish Labour Law, II (1 unit) **HRM 3703**

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.

Intermediate Microeconomics (2 units) **ECON 2363**

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.

Advanced Topics in MIS (1 unit) **MIS 3701**

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.

Applied Econometrics I (1 unit) **ECON 2364**

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

Applied Econometrics II**(1 unit) ECON 2365**

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.

Marketing Research**(1 unit) MKT 3701**

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.

Financial Institution Management**(1 unit) FIN 3713**

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.

Fourth Year (Level 4) Courses**Spanish Taxation, I****(1 unit) ACC 3701**

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.

Spanish Taxation, II**(1 unit) ACC 3702**

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.

Strategy Formulation and Implementation**(2 units) BMGT 3712**

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.

The Economic Structures of Spain and the World**(3 units) BMGT 3706**

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.

Business Communications, VII**(2 units) BMGT 3703**

This final year course aims to master skills at an advanced level covering a wide range of areas, both written and oral. Grammatical structures and vocabulary at this level will

include a wide range of situations; agreeing and disagreeing, frequency, problems and solutions, starting and ending, words that combine frequently with others for a particular focus, word formation, prefixes, suffixes, abstract nouns, adjectives and adverbs, etc. Exercises will include the following: lexical cloze tests, error correction, gapped text and key word transformations. This course also includes a Business English component, based on the syllabus of the London Chamber of Commerce and Industry English for Business Examination at Levels 3 and 4. Students will be given the opportunity to sit this exam during the second semester. Work is also carried out on complex texts for translation from Spanish into English, where the emphasis is placed on text localisation and interpretation, plus the application of a suitable register and tone.

Financial Accounting (1 unit) **ACC 3704**
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.

Advanced Management Accounting (1 unit) **ACC 3707**
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.

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

Investment and Portfolio Management (1 unit) **FIN 3712**
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.

International Monetary Economics (1 unit) **ECON 2366**
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.

Managing Change (1 unit) **BMGT 3713**
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.

International Business

(1 unit) BMGT 3714

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.

International Marketing

(1 unit) MKT 3703

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.

Business Project

(2 units) BMGT 3715

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 College of Engineering, Mathematical and Physical Sciences.
- 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 School of Education and Lifelong Learning 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.
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 Students who defer examinations run the risk of encountering administrative issues such as not being eligible to register to courses at the same time as those students who complete examinations on time, timings of second offering examinations, etc. As a consequence, students are advised not to defer examinations.
- 12 A student may not repeat any examination that the student has already passed.
- 13 A maximum of 40% of the total marks available in each course may be allotted to course work.

**European Credit Transfer System (ECTS)
Credit Scheme for Degree of Bachelor of 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 1011	Introduction to Accounting	4.5
ACC 1012	Financial Accounting 1	4.5
MATH 2902	Fundamentals of Actuarial and Financial Mathematics	9.0
STAT 2442	An Introduction to Survival and Stochastic Models	4.0
STAT 2405- 2407	Statistical Theory	12.0
STAT 2408- 2410	Statistical Methods	12.0
		60.0

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 3452	Models – Survival Models	6.0
STAT 3453	Models – Stochastic Models	6.0
ECON 3387	Economics Option	5.0
MIS 3025	Information Management for Actuaries	4.0
STAT 3450	Professional work placement/internship	30.0
		60.0

Fourth Year Actuarial and Financial Studies

<i>Course Title</i>		<i>Credits</i>
STAT 4754	Actuarial Mathematics (Life Insurance and Pensions)	10.0
STAT 4716-4717	Applied Actuarial Statistics	10.0
STAT 4744	Actuarial Investments	10.0
STAT 4755	Asset Liability Management for Actuaries	10.0
ECON 4002	Economics Option	5.0
FIN 3057	Financial Economics	10.0
FIN 3058	Financial Management	5.0
		60.0

Bachelor of Actuarial and Financial Studies Format

Second Year (Level 2) Courses

Statistical Theory

(3 units) STAT 2405-07

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.

Statistical Methods**(3 units) STAT 2408-10*****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.

An Introduction to Survival and Stochastic Models (1 unit) STAT 2442

Stochastic processes. Markov chains. Lifetime as a random variable. Estimating the lifetime distribution $F_x(t)$. Multiple state models.

Fundamentals of Actuarial and Financial Mathematics (2.5 units) MATH 2902

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; valuation of securities; effect of income and capital gains taxes; forward contracts; term structure of interest rates; stochastic interest rate models.

Introduction to Accounting**(1.5 units) ACC 1011**

This course introduces students to the nature of accounting and its role in society, particularly in business. Students will be introduced to the recording of economic data through the debit and credit convention, the preparation of financial statements and the operation of the taxation system, in particular the value added tax.

Financial Accounting 1**(1.5 units) ACC 1012**

This course develops the basic concepts and themes of the course Introduction to Accounting. It introduces students to the statutory and professional requirements of the financial statements of companies, the preparation and interpretation of cash flow statements, financial analysis, the design of accounting systems including journals and daybooks, control accounts and the preparation of financial statements from incomplete records.

Finance**(1.5 units) FIN 2006**

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.

Principles of Macroeconomics**(1 unit) ECON 2206**

An intermediate level course in macroeconomics.

Principles of Microeconomics

(1 unit) **ECON 2207**

An intermediate level course in microeconomics.

Third Year (Level 3) Courses

First Semester:

Time Series

(1 unit) **STAT 3414**

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. Seasonality, Multivariate Models, Cointegration Models, Applications of Time Series Models in Investment.

Models - Survival Models

(2 units) **STAT 3452**

Survival models. Estimating the lifetime distribution $F_x(t)$. The Cox regression model. Markov models. Graduation and statistical tests. Exposed to risk.

Models – Stochastic Models

(2 units) **STAT 3453**

Principles of modelling. Main classes of stochastic processes. Markov chains. Markov jump processes. Monte Carlo simulation.

Information Management for Actuaries

(1 unit) **MIS 3025**

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.

Aspects of Financial Theory

(1.5 units) **FIN 3043**

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.

Economics Option

(1.5 unit)

ECON 33

A final year Economics course selected from available recommended options.

Second Semester:

Work Experience

STAT 3450

Students will undergo relevant supervised work experience for six months.

Fourth Year (Level 4) Courses

Actuarial Mathematics (Life Insurance and Pensions) (2 units) **STAT 4754**

Standard life assurance and annuity contracts. Premiums and reserves (net and gross). Mortality profit. Thiele's differential equation. Select mortality. Variable benefits. Functions involving two lives. Profit-testing. Unit-linked contracts. Multiple decrements. Pensions. Factors affecting mortality. Mortality indices.

Applied Actuarial Statistics (2 units) STAT 4716-4717
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. Credibility Theory: Monte Carlo simulation.

Actuarial Investments (2 units) STAT 4744

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.

Asset Liability Management for Actuaries (2 units) STAT 4755

The Actuarial control cycle. The general business environment. Actuarial Professionalism. Risk control management. Project management. Asset-Liability management, Reporting.

Financial Economics (2 units) FIN 3057

Utility theory. Stochastic dominance. Measures of investment risk. Portfolio theory. Asset pricing models. Multifactor models of asset returns. The Efficient Markets Hypothesis. Stochastic Models of security prices. Introduction to the valuation of derivative securities. The Black-Scholes analysis and arbitrage free pricing. Term structure of interest rates.

Financial Management (1 unit) FIN 3058

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.

Economics Option**(1 unit) ECON 40**

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.

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 UCD School of Business Distance Learning Unit at telephone: 01-716 4749.

The programme contains three levels/stages of study. Upon completion of Level/Stage 1, a Diploma in Business Studies is awarded. Levels/Stages 2 and 3 each take a year to complete and the degree (BBS) is awarded on the successful completion of Levels/Stages 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:

- 6 Irish
- 7 English
- 8 Another language accepted for matriculation
- 9 Mathematics
- 10 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:

- 11 Irish
- 12 English
- 13 Latin or Greek or a modern continental language
- 14 Mathematics
- 15 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-three years on 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/stages. Level/Stage 1 is offered at the commencement of the degree programme. On completion of Level/Stage 1, a Diploma is awarded. These are followed by Level/Stage 2 courses. Level/Stage 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/Stage 1 to Level/Stage 2 is conditional on the satisfactory completion of all courses under Level/Stage 1. Progress from Level/Stage 2 to Level/Stage 3 is conditional on the satisfactory completion of all courses under Level/Stage 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 or on the basis of significant relevant work experience.

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

Level 1	Courses
(applicable to students who entered the programme prior to 2005/2006)	
	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)
or	ACC 1707 Business Law)
	ECON 1101 Principles of Economics
	BMGT 1719 Principles of Management
	HRM 1706 Employment Legislation
	HRM 1703 Trade Union History and Organisational Development)
or	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:

<i>Level 1</i>	<i>Courses</i>	<i>Credits</i>
(applicable to students who entered the programme prior to 2005/2006)		
	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
Total		60

After Level 1 a Diploma will be awarded.

<i>Level 2</i>	<i>Courses</i>	<i>Credits</i>
	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
<i>or</i>	HRM 2710 Human Resource Management Techniques (Project-based)*	12
Total		60

<i>Level 3</i>	<i>Courses</i>	<i>Credits</i>
	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 (project-based)*	12
Total		60

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

Examination Regulations

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

First Class Honours:	70% of aggregate weighted grades
Second Class Honours, Grade I:	60% of aggregate weighted grades
Second Class Honours, Grade II:	50% of aggregate weighted grades
Pass:	40% of aggregate weighted grades

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 UCD School of Business Distance Learning Unit at telephone: 01-716 4749.

The programme contains three levels/stages of study. Upon completion of Level/Stage 1, a Diploma in Business Studies is awarded. Levels/Stages 2 and 3 each take a year to complete and the degree (BBS) is awarded on the successful completion of Levels/Stages 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:

- 16 Irish
- 17 English
- 18 Another language accepted for matriculation
- 19 Mathematics
- 20 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:

- 21 Irish
- 22 English
- 23 Latin or Greek or a modern continental language
- 24 Mathematics
- 25 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-three 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/stages. Level/Stage 1 is offered at the commencement of the degree programme. On completion of Level/Stage 1, a Diploma is awarded. These are followed by Level/Stage 2 courses. Level/Stage 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/Stage 1 to Level/Stage 2 is conditional on the satisfactory completion of all courses under Level/Stage 1. Progress from Level/Stage 2 to Level/Stage 3 is conditional on the satisfactory completion of all courses under Level/Stage 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 or on the basis of significant relevant work experience.

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

Level 1

Courses

(applicable to students who entered the programme prior to 2005/2006)

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

Summary of Courses for the Bachelor of Business Studies (Management)

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:

<i>Level 1</i>	<i>Courses</i>	<i>Credits</i>
<i>(applicable to students who entered the programme prior to 2005/2006)</i>		
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	7.5
Total		60

After Level 1 a Diploma will be awarded.

<i>Level 2</i>	<i>Courses</i>	<i>Credits</i>
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	12
Total		60

<i>Level 3</i>	<i>Courses</i>	<i>Credits</i>
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	12
Total		60

* This course may be taught as a project-based course.

** These courses may be taught as project-based courses. Level 3 subjects will be selected year on year depending on available resources.

Examination Regulations

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

First Class Honours:	70% of aggregate weighted grades
Second Class Honours, Grade I:	60% of aggregate weighted grades
Second Class Honours, Grade II:	50% of aggregate weighted grades
Pass:	40% of aggregate weighted grades

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

Entry Requirements

Entry to the programme may be gained on the basis of matriculation or mature years.

Students may 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.

Applicants who possess significant relevant work experience may be considered for entry into Level 1 or Level 2 on a case-by-case basis and may be admitted to the programme on the basis of mature years (21 years of age on 1st January in the proposed year of entry).

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) (China 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) (China 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
Total		60

After Level 1 a Diploma may be awarded.

Commerce (Undergraduate Programmes)

			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
Total			60

			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
Total			60

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:	60% of aggregate weighted grades
Second Class Honours, Grade II:	50% of aggregate weighted grades
Pass:	40% of aggregate weighted grades

Description of Courses for the Bachelor of Business Studies (BBS): (BBS in Industrial Relations/Human Resources; BBS in Management; BBS in Management (China/Singapore))

Level 1

Principles of Accounting and Financial Management

ACC 1706/1711/1714/1713

Nature and purpose of accounting; users of accounting information; types of business organisation; difference between bookkeeping and accounting; difference between an

Auditor and an Accountant; Trading, Profit and Loss and Balance Sheet; adjustments to the Accounts; Cash Flow Statements; Interpretation of Accounts.

Principles of Economics

ECON 1101/1203/1402/1401

The Economic Problem; Demand and Supply; Elasticity; Efficiency and Equity; Output and Costs; Perfect Competition; Monopoly; Macro Issues; Measuring GDP; Aggregate Supply and Aggregate Demand; Income Determination; Fiscal Policy; Money; Monetary Policy; Fiscal and Monetary policy.

Principles of Management

BMGT 1719/1716/1727/1726

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

Organisational Behaviour

BMGT 1709/1715/2708/2706

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.

Introduction to Human Resource Management **HRM 1707/1712/1714/1713**

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.

Trade Union History and Organisational Development

HRM 1703

The early nineteenth-century Irish working class and the emergence of trade unionism; Daniel O'Connell, Fenianism, Parnell and the Irish trade unions; James Larkin and the ITGWU; James Connolly; War and Revolution; Labour and the war of independence; Trade Unions in Ireland 1923-1960.

Business Law

ACC 1707/1712/1716/1715

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

Labour Law: The Constitution and Statute Law

HRM 1705

Freedom of Association; Legal Framework Surrounding Trade Unions; Trade Union Membership; The Legal Liability of Strike Organisers & Trade Unions; The Employer's Remedies for Damage Caused by Industrial Action; Industrial Pickets; Potential liabilities of employees for participating in industrial action; Resolution of Industrial Disputes; Employee Participation.

Institutions and Industrial Relations Practice in Ireland

HRM 1704

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

Employment Legislation

HRM 1706

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

Business Environment

BMGT 1717/1723/1722

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

Business Research and Statistics

BMGT 1718/1725/1724

Research process; reviewing literature; research design; the case method; action research; survey methodology; company analysis; current themes in management; introduction to Probability and Statistics. Descriptive statistics. Probability theory and probability distributions, including uniform, binomial, normal, t-distribution, chi-squared and F-distribution.

Level 2

Leadership and the Management of Change **BMGT 2726/2722/2730/2729**

Essence of leadership and its relationship to management. Changes and its causes. Unplanned change. Models and processes of planned organisational change. Open systems theory. 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.

Economic Policy and the Global Environment

ECON 1201

Supply and Demand Sides of the Economy; Targets and Instruments of Policy; Fiscal Policy; Stability Pact; Unemployment; Incomes Policies; Monetary Policy; Exchange Rate Policies; Labour Force – Education; Capital Stock – Investment and Research; Market System – Competition and Regulation; Education and Economic Growth; Industrial Policy; Competition Policy.

Managing Diversity in Employment

HRM 2716

Patterns of the labour force in Ireland and other European countries; theories of labour market gender and racial segregation; sexual division of labour; 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: Strategy and Policy

HRM 2706

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.

Labour Management Negotiation (project-based)

HRM 2705

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.

Human Resource Management Techniques (project-based)

HRM 2710

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 make recommendations to the organisation.

Technology Management

BMGT 2724/MIS 2732/2731

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.

Marketing Management

MKT 2715/2706/2703

Role of marketing in a 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.

Financial Management

FIN 2721/2724/2723

Joint Stock Company. Principles of taxation. Present values and wealth. Investment appraisal. Value additivity. 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.

International Business

BMGT 2723/2714/2711

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

Level 3

Business Strategy

BMGT 3716/2723/2734/2733

Corporate Strategy; Strategic Management in Practice; Analysing the environment; Resources, competences and strategic capability; Stakeholders' expectations and strategic capability; Basis 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.

European Industrial Relations and Human Resource Management HRM 3705

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.

Human Resource Development

HRM 3707

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

Critical Issues in Industrial Relations and Human Resource Management in Ireland

HRM 3706

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.

Research Assignment

HRM 3708

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.

Management Information Systems

MIS 3712/2708/2705

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).

Operations Management

BMGT 3724/2709/2707

Approaches to product design; options for process design; techniques for production capacity planning; facility location decisions; physical procurement, sourcing, purchasing and handling 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); inventory management; quantitative techniques in supply chain management; role of value chains and networks in competitive strategy; advanced manufacturing concepts; innovation and the management of technology.

Entrepreneurship

BMGT 3725/2736/2735

Strategic positioning of the new firm; preparing the plans for marketing, operations, people and finance; New venture launch, corporate renewal and corporate turnaround; Models of new venture formation process; entrepreneurs; new business ideas; innovation; environmental analysis; supports and incentives for entrepreneurship.

International Marketing

MKT 3704/2707/2704

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.

Security Analysis and Portfolio Management**FIN 3723/2716/2714**

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

Treasury and Risk Management**FIN 3724/2717/2715**

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.

Electronic Commerce**MIS 3713/2711/2709**

Concepts and specific skills related to electronic commerce, related concepts, technologies and applications. The course combines a technical foundation with a critical evaluation of e-commerce strategies. Review of the critical information technology trajectories that provide a basis for e-commerce. An examination of the application and consequences of these information technologies to different commercial processes. The economics of e-commerce and the implications of e-commerce on different industry sectors.

Project Planning and Control**BMGT 3726/2715/2712**

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/functional levels, balancing competing demands, Techniques for project evaluation; Implementing change: leadership and coaching; Project life-cycle; planning, organising, leading, controlling and achieving project objectives.

Consumer and Buyer Behaviour**MKT 3705/2708/2705**

What consumers buy, why they buy, when, where and how they buy. Consumers as individuals, in their social and cultural setting, and in their decision-making processes. 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.

Marketing Communications**MKT 3706/2712/2710**

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 UCD School of Business 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, 1 North Wall Quay, Dublin 1. 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.

OLD REGULATIONS – applies to candidates registered up to 2004/2005

Level 1

Financial Services Group			
FIN 1701	Law and Practice of Banking	FIN 1744	Pensions & Retirement Planning
FIN 1702	Practical Banking*	FIN 1745	Taxation
FIN 1703	Lending & Securities	FIN 1746	Investment Advice & Practice
FIN 1704	Instalment Credit*	FIN 1747	Lending/Credit Practice 1
FIN 1705	Financing International Trade	FIN 1748	Lending/Credit Practice 2
FIN 1706	Investment Planning 1 (NI)	FIN 1749	Trade Finance 1
FIN 1707	Investment Planning 2 (NI)	FIN 1750	Trade Finance 2
FIN 1708	Investment Planning 1 (ROI)	FIN 1751	Quantitative Methods and Financial Mathematics
FIN 1709	Investment Planning 2 (ROI)	FIN 1752	E-Commerce & IT
FIN 1710	Legal & Regulatory Aspects of Mutual Funds	FIN 1753	Customer Relationships & Service 1
FIN 1711	Custody & Registration	FIN 1754	Customer Relationships & Service 2
FIN 1712	Fund Accounting & Valuation	FIN 1755	Wealth Management 1
FIN 1713	Mortgage Advice & Practice 1 (NI)	FIN 1756	Wealth Management 2
FIN 1714	Mortgage Advice & Practice 2 (NI)	FIN 1757	Mutual Funds Services 1
FIN 1715	Mortgage Advice & Practice 3 (NI)	FIN 1758	Mutual Funds Services 2
FIN 1716	Mortgage Practice 1 (ROI)	FIN 1759	Financial Adviser 1 (ROI)
FIN 1717	Mortgage Practice 2 (ROI)	FIN 1760	Financial Adviser 2 (ROI)
FIN 1718	Mortgage Practice 3 (ROI)	FIN 1761	Financial Adviser 3 (ROI)
FIN 1720	Instalment Credit/Leasing 1	FIN 1762	Financial Adviser 4 (ROI)
FIN 1721	Instalment Credit/Leasing 2	FIN 1763	Legal Aspects of Insurance
FIN 1722	Instalment Credit/Leasing 3	FIN 1764	Compliance
FIN 1724	Banking Operations	FIN 1765	Motor Insurance
FIN 1725	Business Banking 1	FIN 1766	Personal General Insurance
FIN 1726	Business Banking 2	FIN 1767	Pensions 1
FIN 1727	Financial Advisors 1 (NI)	FIN 1768	Pensions 2
FIN 1728	Financial Advisors 2 (NI)	FIN 1769	Commercial General Insurance
FIN 1729	Financial Advisors 3 (NI)	FIN 1770	Financial Products/Services 1
FIN 1730	Mortgage Practice & Advice Bridge (NI)	FIN 1771	Financial Products/Services 2
FIN 1731	Financial Services Foundation (NI)	FIN 1772	Service Quality Management
FIN 1732	Financial Services Planning (NI)	FIN 1773	Front Line Management 1
		FIN 1774	Front Line Management 2

* Apply to pre-1999 students

Commerce (Undergraduate Programmes)

FIN 1733	Financial Services Advice (NI)	FIN 1775	Insurance Principles and Practice
FIN 1734	Financial Services Environment (ROI)	FIN 1776	Life Administration 1
FIN 1735	Financial Services Planning (ROI)	FIN 1777	Life Administration 2
FIN 1736	Financial Services Advice (ROI)	FIN 1778	Marine and Aviation Insurances
FIN 1737	Direct Banking Services 1	FIN 1779	Private Medical Insurance 1
FIN 1738	Direct Banking Services 2	FIN 1780	Private Medical Insurance 2
FIN 1739	Factoring & Discounting 1	FIN 1781	Legal Liabilities
FIN 1740	Factoring & Discounting 2	FIN 1782	Property and Pecuniary Insurances
FIN 1741	Insurance Foundation 1	FIN 1783	Personal Insurances
FIN 1742	Insurance Foundation 2	FIN 1784	Life and Disability 1
FIN 1743	Estate Planning and Capital Acquisitions Tax	FIN 1785	Life and Disability 2
Business Studies Group			
ACC 1702	Accounting/Financial Information	FIN 1719	Financial Institutions and Monetary Systems*
ACC 1703	Financial Statement Analysis	MKT 1701	Marketing
ECON 1701	Economics	HRM 1701	Managing People
BMGT 1708	Business Communications and Statistics*	HRM 1702	Legal Aspects of Employment Law Practice

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.

* Apply to pre-1999 students

Degree of Bachelor of Financial Services

Regulations

Level 3

- 1 The Degree in Financial Services is a Degree in UCD School of Business 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, 1 North Wall Quay, Dublin 1. 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. UCD School of Business 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 to those who hold the Certificate 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, except by arrangement. 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 Level 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. UCD School of Business may waive this requirement for overseas students, subject to whatever other requirements as are thought appropriate.
- 5 Honours in the degree will be awarded on the total mark in courses for Level 3.

6 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 of School and UCD School of Business. 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 UCD School of Business 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 UCD School of Business.

OLD REGULATIONS – applies to candidates registered up to 2004/2005

Mode A

Level 1

<i>Financial Services Group</i>			
FIN 1701	Law and Practice of Banking	FIN 1744	Pensions & Retirement Planning
FIN 1702	Practical Banking*	FIN 1745	Taxation
FIN 1703	Lending & Securities	FIN 1746	Investment Advice & Practice
FIN 1704	Instalment Credit*	FIN 1747	Lending/Credit Practice 1
FIN 1705	Financing International Trade	FIN 1748	Lending/Credit Practice 2
FIN 1706	Investment Planning 1 (NI)	FIN 1749	Trade Finance 1
FIN 1707	Investment Planning 2 (NI)	FIN 1750	Trade Finance 2
FIN 1708	Investment Planning 1 (ROI)	FIN 1751	Quantitative Methods and Financial Mathematics
FIN 1709	Investment Planning 2 (ROI)	FIN 1752	E-Commerce & IT
FIN 1710	Legal & Regulatory Aspects of Mutual Funds	FIN 1753	Customer Relationships & Service 1
FIN 1711	Custody & Registration	FIN 1754	Customer Relationships & Service 2
FIN 1712	Fund Accounting & Valuation	FIN 1755	Wealth Management 1
FIN 1713	Mortgage Advice & Practice 1 (NI)	FIN 1756	Wealth Management 2
FIN 1714	Mortgage Advice & Practice 2 (NI)	FIN 1757	Mutual Funds Services 1
FIN 1715	Mortgage Advice & Practice 3 (NI)	FIN 1758	Mutual Funds Services 2
FIN 1716	Mortgage Practice 1 (ROI)	FIN 1759	Financial Adviser 1 (ROI)
FIN 1717	Mortgage Practice 2 (ROI)	FIN 1760	Financial Adviser 2 (ROI)
FIN 1718	Mortgage Practice 3 (ROI)	FIN 1761	Financial Adviser 3 (ROI)
FIN 1720	Instalment Credit/Leasing 1	FIN 1762	Financial Adviser 4 (ROI)
FIN 1721	Instalment Credit/Leasing 2	FIN 1763	Legal Aspects of Insurance
FIN 1722	Instalment Credit/Leasing 3	FIN 1764	Compliance
FIN 1724	Banking Operations	FIN 1765	Motor Insurance
FIN 1725	Business Banking 1	FIN 1766	Personal General Insurance
FIN 1726	Business Banking 2	FIN 1767	Pensions 1
FIN 1727	Financial Advisors 1 (NI)	FIN 1768	Pensions 2
FIN 1728	Financial Advisors 2 (NI)	FIN 1769	Commercial General Insurance
FIN 1729	Financial Advisors 3 (NI)	FIN 1770	Financial Products/Services 1
FIN 1730	Mortgage Practice & Advice Bridge (NI)	FIN 1771	Financial Products/Services 2
FIN 1731	Financial Services Foundation (NI)	FIN 1772	Service Quality Management
FIN 1732	Financial Services Planning (NI)	FIN 1773	Front Line Management 1
FIN 1733	Financial Services Advice (NI)	FIN 1774	Front Line Management 2
FIN 1734	Financial Services Environment (ROI)	FIN 1775	Insurance Principles and Practice
FIN 1735	Financial Services Planning (ROI)	FIN 1776	Life Administration 1
FIN 1736	Financial Services Advice (ROI)	FIN 1777	Life Administration 2
FIN 1737	Direct Banking Services 1	FIN 1778	Marine and Aviation Insurances
FIN 1738	Direct Banking Services 2	FIN 1779	Private Medical Insurance 1
FIN 1739	Factoring & Discounting 1		
FIN 1740	Factoring & Discounting 2		

* Apply to pre-1999 students

Commerce (Undergraduate Programmes)

FIN 1741	Insurance Foundation 1	FIN 1780	Private Medical Insurance 2
FIN 1742	Insurance Foundation 2	FIN 1781	Legal Liabilities
FIN 1743	Estate Planning and Capital Acquisitions Tax	FIN 1782	Property and Pecuniary Insurances
		FIN 1783	Personal Insurances
		FIN 1784	Life and Disability 1
		FIN 1785	Life and Disability 2
Business Studies Group			
ACC 1702	Accounting/Financial Information	FIN 1719	Financial Institutions and Monetary Systems*
ACC 1703	Financial Statement Analysis	MKT 1701	Marketing
ECON 1701	Economics	HRM 1701	Managing People
BMGT 1708	Business Communications and Statistics*	HRM 1702	Legal Aspects of Employment Law Practice

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 & Management
ACC 2705	Law
HRM 2703	Employment Law*
FIN 2725	Financial Management of Life Companies
FIN 2726	Regulation of Insurance
FIN 2727	Retirement Funding
FIN 2728	Claims and Risk Management
FIN 2729	Re-Insurance

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

* Apply to pre-1999 students

Degree of Bachelor of Business and Legal Studies (BBLs)

Regulations

1. The Degree of Bachelor of Business and Legal Studies is a Degree of the College of Business and 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 2005/2006. Students should note that the business courses listed for Levels 1, 2, 3 and 4 for the academic year 2006/2007 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, 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. **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.

6.1

7. Progress from Level 2 to Level 3 (and Level 3 to Level 4):
- 7.1 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.
- 7.2 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.
8. Where a student passes an examination after more than one attempt, his or her overall mark will be the successful examination mark.
9. 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.

10. Examinations of more than two consecutive levels may not be taken at the same sitting.
11. 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.
12. A student's choice of Level 4 Mode must be made in writing at the end of the Level 3 academic year. The Mode choice is not open to change at any time. A student's choice of Level 4 Law and Business course electives must be made 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 Semester 1 electives must be made at the end of the Level 3 academic year. The number of student places in courses/offering(s) of courses is determined by UCD School of Business and an application to register for a course/offering does not guarantee entry into that course/offering. The 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 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 the School's records show that the student is enrolled for the course.

13. Permission to defer examinations in Law courses must be obtained from the School 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.

14. *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.

15. Students who defer examinations run the risk of encountering administrative issues such as not being eligible to register to courses at the same time as those students

who complete examinations on time, timings of second offering examinations, etc. As a consequence, students are advised not to defer examinations.

16. A student may not repeat any examination that the student has already passed.
17. A maximum of 40% of the total marks available in each course may be allotted to course work.

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. A presentation on the Erasmus/Socrates Exchange Programme will be made to students in the first semester. Applications should be submitted to the College of Business and Law. 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 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.

UCD 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 UCD 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 e-mail 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 College of Business and Law 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.

Degree of Bachelor of Business & Legal Studies (International)

General Description

The Degree of Bachelor of Business & Legal Studies (International) is a five-year programme, the fourth level of which is spent abroad at a North American or Australian university as an integral element in the degree programme. The year abroad will be spent at a Law School studying Law subjects only. However, 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 3 Business and Legal Studies students may apply to transfer into the Degree of Bachelor of Business and Legal Studies (International) programme. A presentation on the various exchange programmes will be made in the first semester. Applications should be submitted to the School of Law at the end of the first semester. Permission to transfer into the Degree of Bachelor of Business and Legal Studies (International) is conditional upon the applicant's passing all Level 3 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 will be allowed.

Course Requirements

Students in this programme must attend an approved North American or Australian university on a full-time basis for one academic year between the completion of the Level 3 examinations in Business and Legal Studies and enrolment in Level 4 Business and Legal Studies courses. Registration for Level 4 courses in UCD must follow directly on the year spent abroad.

Examinations and Awards

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 Business and Legal Studies (International) programme. Students whose performance in

the relevant examinations is deemed to be unsatisfactory will only be eligible for entry to the Degree of Bachelor of Business and Legal Studies. This may have financial implications for fees/grants.

The awards of the Degree of Bachelor of Business and Legal Studies (International) will be as for the Bachelor of Business and Legal Studies Degree. Marks obtained during the year abroad will not affect the class of degree awarded at the end of the programme.

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

*** This course, as described above, is not a separate and distinct degree from the BBLIS degree.**

Summary of Courses

Second Year (Level 2)

Business Studies Courses

MIS 1002	Quantitative Analysis for Business	(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

LAW 2501	Company Law
LAW 2503	Criminal Law
LAW 2505	Law of the European Union

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

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

Fourth Year (Level 4)

Mode I**Business Studies Courses**

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

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 UCD School of Business 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 3502 Corporate Finance Law
- LAW 3503 Employment Law
- LAW 3504 Insolvency Law*
- LAW 3505 Intellectual Property Law
- LAW 3506 International Business Law
- LAW 3508 Financial Services Law and Investor Protection*
- LAW 3509 Land Law
- LAW 3510 Commercial Law
- LAW 4506 Banking Law
- LAW 4501 Commercial Conflicts of Law
- LAW 4502 Competition Law in the European Union and Ireland
- LAW 4507 Environmental Law
- LAW 4503 Equity
- LAW 4509 Evidence } Mode II
- LAW 4510 Jurisprudence } Only
- LAW 4511 Administrative Law
- LAW 4512 Media 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 School 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

Second Year (Level 2) Business and Legal Studies

<i>Course Title</i>	<i>Credits</i>	
MIS 1002	Quantitative Analysis for Business	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 2501	Company Law	11.00
LAW 2503	Criminal Law	11.00
LAW 2505	Law of the European Union	11.00
	Total:	60.00

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 Subject Option 1	12.00
	Law Subject Option 2	12.00
	Law Subject Option 3	12.00
Total:		60.00

Fourth Year (Level 4) Business and Legal Studies

Mode I

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

Mode II

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

Mode III

<i>Legal Studies Courses</i>		<i>Credits</i>
	Option	10
	Option	10

Business Studies Courses

BMGT 3003	Strategy Formulation and Implementation	6
	Option	6
Total:		62

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

Second Year – Level 2

Management Accounting

ACC 2003

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.

Financial Accounting 2

ACC 2005

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.

Economics for Law and Business

ECON 2208

- (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.

Quantitative Analysis for Business

MIS 1002

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 statistics, autocorrelation, heteroskedasticity. Time-series models

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

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

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

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.

Finance**FIN 2004**

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.

Managing Employee Relations**HRM 2003**

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.

Marketing**MKT 2003**

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

Strategy Formulation and Implementation

BMGT 3003

This course examines the internal and external environments of the firm. Strategic options, the link between strategy and the nature of the firm and the nature of competitive advantage are examined. The implementation of strategy across firms and industries is discussed.

Fourth Year – Level 4 – Business Electives

Financial Accounting 3

ACC 3003

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.

Accounting Theory and Contemporary Issues

ACC 3006

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.

Cost Management

ACC 3009

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.

Advanced Management Accounting

ACC 3012

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.

Taxation

ACC 3015

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.

Management of Services**BMGT 3013**

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.

Supply Chain Management**BMGT 3016**

The Supply Chain Management course is designed for students wishing to gain an understanding of how successful supply chain management strategies can contribute to improved business performance. Supply Chain Management gives the student an insight into the entire supply chain process from raw materials through to the end customer. The topics covered include supply chain strategy development, relationship management, procurement and supplier management, information technology and e-business, operations and services management, and customer services management. The focus of the course is to provide an understanding of how to synchronise and link an entire supply chain through information, materials and people in order to support the objectives of the supply chain strategy.

Managing Business Ethics**BMGT 3025**

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.

International Business**BMGT 3031**

This course is introduced by examining the global business environment and opportunities for international business. Country factors are differentiated particularly in regard to political economy. The pillars of International Business are analysed namely the cultural, political, legal and economic characteristics of respective countries and regions. Other areas that are examined are: trade and foreign direct investment theory and political economy; regional economic integration; the global monetary system – in particular the foreign exchange market; strategy, entry strategies and strategic alliances; exporting, importing and counter trade; and global manufacturing and materials management.

European Industry and Business Enterprise**BMGT 3034**

This course examines the nature and the basis of Europe's business framework: the role of the EU (political, strategic and practical) through the review of current market examples and its effects, positive and negative, on competitiveness across industry sectors. Comparisons of the approaches and initiatives taken by the EU (with other economic blocs), the threats faced and the policy responses. The impact of the single market, the single currency and the challenge of enlargement are topics that are examined in some

detail. The course is taught through lectures with case studies (class participation is expected) and group work.

Institutions, Administration and Politics, Policy-Making of the EU BMGT 3037

This course is designed to introduce students to the European Union, an international organisation that is having an increasing impact on political and business decision-making in Ireland. The course has three main objectives: firstly to make students familiar with the basic institutions, political structure and policies of the Union. What are the key EU institutions, how do they operate and how are decisions made? The second objective is to place the EU in a broader political and economic context. The EU's development can be studied in several ways. It might, for example, be seen as a response to globalisation and a collective effort to manage international forces that can no longer be managed by individual states. Thirdly students will be introduced to the debates surrounding the nature and trajectory of European integration. "What does the Union represent?" Is it a means by which sovereign nation states are co-operating on an intergovernmental basis to their mutual benefit? Or is it a rolling process leading towards political union and a federal government? Maybe it is neither, a new political structure that goes beyond our traditional definitions of what is a state.

Public Administration, Public Finance and Government Framework BMGT 3040

This course examines the business of Government with the role and development of Public Administration in Ireland as the centre focus. Beginning with an examination of the basis of and constitutional and political background to Irish Public Administration, it then analyses the structure and evolution of the Civil Service, State Sponsored Bodies and Local Government. In addition, the course examines the efforts made to re organise and re structure the institutions of Public Administration. The course continues with an examination of the relationship between the Citizen, Corporate and Private, and the State and looks at the question of ethics in the Public Service. Finally it concludes by examining the influence of the EU on the Irish System of Public Administration.

Knowledge Management and Innovation**BMGT 3054**

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.

Entrepreneurial Management**BMGT 3057**

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.

Leadership and Change Management**BMGT 3060**

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.

Business Excellence**BMGT 3063**

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

Management of Innovation and Change**BMGT 3066**

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-organisational 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.

Asian Business**BMGT 3069**

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.

Globalisation**BMGT 3072**

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.

Cross-cultural Management**BMGT 3075**

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.

Applied Econometrics I**ECON 3980**

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

Applied Econometrics II**ECON 3981**

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.

Industrial/Managerial Economics**ECON 3982**

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.

Macroeconomics**ECON 3983**

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.

International Monetary Economics**ECON 3984**

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.

International Economics (Trade)**ECON 3985**

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.

Economics of Public Choice**ECON 3988**

The course builds on the microeconomics taught in the second year. Non-market decisions are studied from an economic perspective at both an intuitive and a technically advanced level (for instance optimisation with more than one constraint). First, market

failures are discussed and the non-optimality of the provision of public goods and externalities is formally established. Then, various aspects of public choice are discussed in theoretic frameworks: (i) models of democratic decision-making; (ii) macroeconomic models of political instability and time-inconsistency; and (iii) models of microeconomic inefficiencies due to rent-seeking behaviour and bureaucracies. Finally, if time permits, students may choose additional topics, for instance, models of environmental policies or political economy models of reform.

Applied Macroeconomics**ECON 3987**

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.

Aspects of Financial Theory**FIN 3004**

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.

Investment and Portfolio Management**FIN 3009**

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.

Financial Institution Management**FIN 3013**

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.

Treasury Management**FIN 3017**

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.

Financial Management**FIN 3021**

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.

International Financial Management**FIN 3025**

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.

Nature and Role of Insurance Markets**FIN 3030**

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

Insurance Claims and Underwriting**FIN 3033**

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

Insurance Regulation**FIN 3036**

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

Reinsurance**FIN 3039**

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

Pension Fund Management**FIN 3042**

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.

Human Resource Management Techniques**HRM 3003**

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.

European Industrial Relations and HRM**HRM 3006**

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.

Negotiation and Conflict Resolution**HRM 3009**

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.

Human Resource Development

HRM 3012

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.

Managing Diversity and Gender at Work

HRM 3015

This course aims to equip students with some understanding of the dynamics of employee diversity, with a focus on gender relations in employment. Course topics include the origins of inequality in employment, and remedies including legal and organisational initiatives.

Information Systems Development and Implementation

MIS 3003

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.

Management of Information Systems

MIS 3006

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:

26 physical and logical security;

27 hardware and software controls;

28 encryption techniques;

29 audit and security for networks and telecommunication-based systems;

30 legal and ethical issues.

Advanced Topics in Management Information Systems

MIS 3009

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.

Networking and Internet Applications**MIS 3012**

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.

Decision Applications**MIS 3015**

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.

Computer Applications**MIS 3021**

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.

Software Design**MIS 3024**

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.

Mathematical Decision Support Systems**MIS 3029**

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.

Consumer and Buyer Behaviour

MKT 3003

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.

Services Marketing

MKT 3006

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.

International Marketing

MKT 3009

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.

Marketing Communications

MKT 3012

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.

Marketing Research

MKT 3015

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.

Strategic Marketing Management

MKT 3018

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 UCD School of Business 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

Second Year – Level 2

Company Law

LAW 2501

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.

Criminal Law

LAW 2503

The Burden of Proof. The Actus Reus. 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 of the European Union

LAW 2505

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.

Third Year – Level 3

Corporate Finance Law

LAW 3502

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.

Employment Law

LAW 3503

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.

Intellectual Property Law

LAW 3505

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.

International Business Law

LAW 3506

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.

Financial Services Law and Investor Protection

LAW 3508

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.

Land Law

LAW 3509

Tenure. Estates and interests in land. Difference between leasehold and freehold. Fee simple, fee tail and life estates. Fee farm grants. Equitable estates and interests in land. The Statute of Uses. Future interests (in outline). Settled land. Co-ownership. Easements and profits. Restrictive covenants. Licences. Adverse possession. Landlord and tenant. Mortgages. Registration of Deeds and of Title.

Lyll: *Land Law in Ireland*

Wylie: *Irish Land Law*

Wylie: *A Casebook on Irish Land Law*

Commercial Law

LAW 3510

Commercial law is concerned with the rights and duties which arise from business transactions.

The course covers:

- the regulation of the sale of goods under the Sale of Goods Act, 1893, as amended
- consumer protection law (impact of E.U. law)
- methods of payment: money, bills of exchange, promissory notes
- law of agency
- retention of title
- credit and security
- e-commerce
- personal and corporate insolvency
- insurance law
- commercial dispute resolution (including domestic arbitration law)
- conflict of laws
- international trade

Fourth Year – Level 4

Banking Law

LAW 4506

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*

Commercial Conflicts of Law

LAW 4501

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.

Competition Law in the European Union and Ireland

LAW 4502

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.

Environmental Law

LAW 4507

This course comprises a comprehensive examination of environmental law, from a national, European and International perspective. Environmental Law shall provide an account of all major environmental concerns other than planning and development and the built environment. It will analyse the principles applied to environmental protection and the application of environmental law in practice, including enforcement mechanisms.

This course is taught in two parts. Part I, the first semester, is an introduction to environmental law and the principles governing it. The emphasis will be on Irish Environmental Law. Topics include sources, principles and techniques of environmental protection; national regulatory framework; structure and powers of bodies having responsibility for the environment; the Environmental Protection Agency; integrated pollution control; environmental impact assessments. The course shall examine public participation and control; the right to information; procedures; appeals and judicial review; the enforcement of environmental law; the common law and environmental remedies; personal liability of individuals; fundamental rights and environmental law

Part II, in the second semester, will expound on the material from the Part I and will deal with European and international environmental law. The subject matter will explore how environmental law operates within European, international and national law, focussing on the core issues and case-law. It will trace the development of Community environmental law and its principles of environmental protection. It will examine the powers of Community and international institutions; the basis of European environmental law; the legislative and decision-making process; harmonisation; the implementation and

enforcement of Community Law; Member States' duties. It will examine how the environment is dealt with in international law; seminal agreements signed by the international community. The course will deal with the substantive environmental law relating to various pollutants and media- including waste, air, water, habitat and conservation concerns. It will also address business concerns and environmental law such as trade and competition law; issues of corporate responsibility and liability.

Equity

LAW 4503

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.

Evidence

LAW 4509

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.

Jurisprudence

LAW 4510

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.

Administrative Law

LAW 4511

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.

Media Law

LAW 4512

The subject of this course is the law affecting the media (including television, radio, film and video, newspaper and book publishing) in Ireland. The course is broadly divided into two parts, the first dealing with the application to the media of the general law relating to freedom of expression (such as the law of libel), and the second with the law specific to each sector of the media (such as censorship of publications). The following major topics will be covered during the year:

Part One: The Constitution of Ireland and Freedom of Expression; Models of Media Regulation. Defamation; Intellectual Property; Contempt of Court; Confidential Information and Privacy; Public Order; Offences against the State; Incitement to Hatred; Advertising Law.

Part Two: Broadcasting Legislation; Censorship of Publications; Censorship of Film and Video; Posts and Telecommunications.

The course will also deal with general themes affecting the media such as the contemporary international debate on pornography and UNESCO's proposed World Information Order

Suggested Reading:

McDonald, M: *Irish Law of Defamation*, 2nd ed., 1989.

McGonagle, M: *A Textbook on Media Law*, 1996.

McMahon, B. and Binchy, W: *Irish Law of Torts*, 2nd ed., 1989.

McMahon, B. and Nicol, A: *Media Law*, 3rd ed., 1992.

Law Reform Commission: *Civil Law of Defamation: Consultation Paper, 1991; Report, LRC 38-1991.*

Crime of Libel: Consultation Paper, 1991; Report, 41-1991.

Contempt of Court: Consultation Paper, 1991; Report (47 – 1994).

Revenue Law

LAW 4505

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 2005/2006

Butterworth's U.K. Tax Guide 2005/2006

Institute of Taxation Income Tax

Taxes Consolidation Act 1997

Minor Dissertation

Law 4508

Degree of Bachelor of Science (Economics and Finance)

Regulations

- 1 The Degree of Bachelor of Science in Economics and Finance is a degree in UCD School of Business.
- 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:

Commerce (Undergraduate Programmes)

<i>Level 2 Course Summary</i>			<i>Credits</i>
ACC	3016	Taxation	5.0
ECON	2713	Microeconomics	6.6
ECON	2701	Macroeconomics	6.6
STAT	2412-2414	Statistical Theory	6.6
(ECON	2711	The Irish Economy	6.6
or MST	2714	Introduction to Analysis	6.6
FIN	2007	Finance	8.25
FIN	3047	Financial Institution Management	6.6
MATH	1907	Foundations for Financial Mathematics	8.25
MATH	1908	Optimisation in Finance	5.5
Total:			60.0
<i>Level 3 Course Summary</i>			<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 2005/2006. Students should note that the courses listed for levels 1, 2 and 3 for the academic year 2006/2007 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.

- (i) 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 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.
- 6 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.
- 7 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.
- 8 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 College records show that the student is enrolled for the course.
- 9 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.

- 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, 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.
- 11 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.
- 12 *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.
- 13 Students who defer examinations run the risk of encountering administrative issues such as not being eligible to register to courses at the same time as those students who complete examinations on time, timings of second offering examinations, etc. As a consequence, students are advised not to defer examinations.
- 14 A student may not repeat any examination that the student has already passed.
- 15 A maximum of 40% of the total marks available in each Business course may be allotted to course work.

**Syllabus of Courses for the Degree of Bachelor of Science
(Economics and Finance)**

Level Two

Taxation

ACC 3016

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.

Macroeconomics

ECON 2701

Intermediate level course in macroeconomics.

The Irish Economy

ECON 2711

Study of the Irish economy, its development and recent economic history.

Microeconomics

ECON 2713

Intermediate level course in microeconomics.

Finance

FIN 2007

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.

Financial Institution Management

FIN 3047

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.

Foundations for Financial Mathematics

MATH 1907

Probability spaces, Independent random variables, Conditional expectation, Martingales, Stochastic processes, Weiner measure, Black-Scholes formula.

Optimisation in Finance

MATH 1908

Optimisation, Quadratic Programming, Dynamic Programming with applications in Finance, Programming Languages.

Introduction to Analysis

MST 2714

The real numbers – axiom of completeness. Sequences and series – limits, monotone convergence theorem, infinite series, Bolzano-Weierstrass theorem, Cauchy criterion, Taylors theorem.

Statistical Theory

STAT 2412-2414

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. Level Three

Microeconomics**ECON 3702**

Applications of price theory to contemporary problems; introduction to welfare economics and general equilibrium.

Finance**ECON 3714**

Supply and demand for money; the optimal quantity of money; monetary policy.

Industrial Organisation**ECON 3720**

The analysis of modern industry, particularly the competitive and growth strategies of firms under uncertainty; the functions of markets.

Introduction to Game Theory**ECON 3735**

This course aims at understanding the outcomes that can arise in markets when agents behave strategically. Particular attention will be given to financial markets.

Applied Econometrics I**ECON 3780**

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

Applied Econometrics II**ECON 3781**

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.

Macroeconomics**ECON 3783**

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.

International Economics (Trade)**ECON 3785**

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.

Treasury Management**FIN 3018**

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.

Financial Management**FIN 3022**

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.

International Financial Management

FIN 3026

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.

Financial Economics

FIN 3055

Utility theory. Stochastic dominance. Measures of investment risk. Portfolio theory. Asset pricing models. Multifactor models of asset returns. The Efficient Markets Hypothesis. Stochastic Models of security prices. Introduction to the valuation of derivative securities. The Black-Scholes analysis and arbitrage free pricing. Term structure of interest rates.

Decision Applications

MIS 3013

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.

Computer Applications

MIS 3019

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.

Mathematical Decision Support Systems

MIS 3027

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.

Analysis

MST 3713

Metric spaces: definitions and examples, open and closed sets, convergence, continuity, completeness, contraction mapping principle. Complex analysis: complex functions, limits, continuity, differentiation, Cauchy-Riemann equations, contour integration, Cauchy's theorem.

Differential Equations via Computer Algebra

MST 3723

Computer-lab-based course investigating the solutions of differential equations using symbolic computation.

Time Series

STAT 3614

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 UCD School of Business currently offered in Sri Lanka, Singapore and China. It operates in six modes, Mode A (Finance), Mode B (Management), Mode C (Information Technology), Mode D (Marketing), Mode E (Management Information Systems) and Mode F (Entrepreneurship).
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, E and F

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

UCD School of Business 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>China</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
Total			60

Level Two

<i>Singapore</i>	<i>China</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
Total			60

Level Three

<i>Singapore</i>	<i>China</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
Total			60

Mode B (Management)

Level One

UCD School of Business 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>China</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
Total			60

Commerce (Undergraduate Programmes)

Level Two

<i>Singapore</i>	<i>China</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
Total			60

Level Three

<i>Singapore</i>	<i>China</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
Total			60

Mode C (Information Technology)

Level One

UCD School of Business 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>China</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
Total			60

Level Two

<i>Singapore</i>	<i>China</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
Total			60

Commerce (Undergraduate Programmes)

Level Three

<i>Singapore</i>	<i>China</i>		<i>Credits</i>
ACC 2714	ACC 2713	Business Law	12
BMGT 2715	BMGT 2712	Project Management	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
Total			60

Mode D (Marketing)

Level One

UCD School of Business 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>China</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
Total			60

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
Total			60

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
Total			60

Mode E (Management Information Systems)

Level One

UCD School of Business 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
Total		60

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
Total		60

Mode F (Entrepreneurship)

Level One

The College 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>China</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
Total			60

Level Two

<i>Singapore</i>	<i>China</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
Total			60

Level Three

<i>Singapore</i>	<i>China</i>		<i>Credits</i>
ACC 2714	ACC 2713	Business Law	12
BMGT 2737	BMGT 2741	Entrepreneurial Management	12
BMGT 2738	BMGT 2742	Opportunity Recognition and Analysis	12
BMGT 2739	BMGT 2743	New Venture Planning	12
BMGT 2740	BMGT 2744	Management of Innovation & Change	12
Total			60

Description of Courses for the Bachelor of Science (BSc)

Financial Accounting

ACC 1709/1710

Balance sheet equation; debit credit convention; income measurement; period and adjustments; journals and daybooks including control accounts; preparation of final accounts; published accounts; regulatory framework; companies acts requirements; cash flow statements; partnership accounts; changes in profit sharing ratios; preparation of accounts from incomplete records; bank reconciliations; correction of errors.

Management Principles

BMGT 1713/1714

Historical development of management theory. The job of the manager, the planning, organising, staffing, directing and controlling roles played by every manager. Various functional areas of business where these tasks are performed. The functions examined are marketing, finance, manufacturing, personnel and industrial relations.

Business Statistics

MIS 1703/1704

Introduction to probability and statistics for business. Descriptive statistics. Probability theory and probability distributions. Decision-making under uncertainty and Bayes' law. Sampling. 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. Applications to quality control. (Optional) principal components and factor analysis.

Introduction to Computers & Information Systems

MIS 1705/1706

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. Topics 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.

Principles of Economics

ECON 1401/1402

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. Income-expenditure model; principles of fiscal and monetary policy; exchange rates and balance of payments; economic growth.

Organisational Behaviour**BMGT 2706/2708**

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

Business Policy & Strategy**BMGT 2710/2713**

(a) Strategy and Policy Formulation: The concepts of general management and corporate strategy; models for strategy formulation; analysis of industries & competitors; analysis of corporate resources & competitive advantage; identification and evaluation of strategic alternatives.

(b) Strategy and Policy Implementation: Design of policies and procedures for implementation; review of current research on the work and behaviour of senior managers.

Business Finance**FIN 2712/2713**

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.

Management of Information Systems**MIS 2705/2708**

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 systems; benefits management; alignment of information systems planning with business goals and objectives, and strategic information systems.

Marketing Management**MKT 2703/2706**

Choosing target markets, evaluating customer needs, developing products and services which satisfy wants, and delivering value to customers and profit to the company. Marketing as a social process and as a corporate activity; analytical frameworks; 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.

Business Law**ACC 2713/2714**

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 Kong Legal System; Contract Law and Sale of Goods and Supply of Service.

Specialist Courses:

Management Accounting**ACC 2711/2712**

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.

Operations Management**BMGT 2707/2709**

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.

International Business**BMGT 2711/2714**

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.

Project Management**BMGT 2712/2715**

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.

Economic Policy**ECON 2444/2445**

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.

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

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. It will also help the student to 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.

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

Wholesale money and foreign exchange markets. Various participants/customers in these markets. Interest and exchange rates. Theoretical and practical factors that affect both and to be in a position to analyse them from both the customers' and banks' perspective.

Various treasury market instruments and operations. Nature of treasury and rate risk and exchange rate risk.

Human Resource Management**HRM 2707/2708**

Changing nature of work; managing flexible organisations; strategic choice facing the human resource function; implementing HR objectives in today's organisations. The objectives, roles and functions of the HR department. Management-employee relations at the collective level. Attitudes, goals and organisation of the parties, the framework of law within which industrial relations is conducted, working practices and procedures adopted by the parties; recent trends in industrial relations.

Artificial Intelligence and Expert Systems**MIS 2706/2707**

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.

Electronic Commerce**MIS 2709/2711**

Tools, skills, business concepts and social issues that surround the emergence of e-commerce on the internet. Tools for communicating on the internet. 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. The student will develop an understanding of the current practices and opportunities in electronic publishing, electronic shopping, electronic distribution, and electronic collaboration.

Computer Networks and Systems Architecture**MIS 2710/2712**

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.

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

Consumers and individuals in their social and cultural setting, and in their decision-making processes. Buying behaviour of organisations – 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.

International Marketing**MKT 2707/2704**

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.

Marketing Research**MKT 2709/2711**

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.

Marketing Communications

MKT 2710/2712

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

Entrepreneurial Management

BMGT 2737/2741

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. 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.

Opportunity Recognition and Analysis

BMGT2738/2742

Importance of opportunity recognition in the process of new venture creation. Connection between the strategic potential of a business and the quality of the idea. Processes of creative thinking and many techniques that can be used. The use of environmental and industry analysis are explored as well as the emergence of new technologies and markets. Opportunity recognition is expanded from new greenfield ideas to opportunities to acquire existing companies, mergers and acquisitions, restructuring and turnaround.

New Venture Planning

BMGT2739/2743

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

Management of Innovation and Change

BMGT2740/2744

Dynamics of innovation and how it can be managed so as to contribute to ongoing competitive advantage. Theories of technological change; inter- and intra-organisational alliances; national and international systems of innovation; global intellectual property; and, the dynamics of network industries. Development and utilisation of technologies in an increasingly interconnected world. Leading change that is fundamentally technology driven.

Diploma in the Foundations of Business

- 1 The Diploma in the Foundations of Business is a two-year full-time day Diploma in UCD School of Business. Students can only apply for a place on the Diploma by way of matriculation on mature years. The minimum age at which an applicant will be considered is 23 years on 1 January preceding proposed entry.
- (i) A unit is a set of approximately 24 hours of lectures for courses. Each year is worth 60 ECTS credits in line with the Bologna Convention.
 - (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.
 - Deferral of Examination:* Where the first examination offering associated with a course is not taken for *whatever reason*.
 - (iv) Students who do not pass 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.

Second Year (Level 1.2)

The courses of Year 2 are:

		Credits
BMGT 1010	Organisational Behaviour Module	12
ECON 1205	Microeconomics	6
ECON 1206	Macroeconomics	12
MIS 1009	Quantitative Analysis for Business	12
MIS 1010	Computers and Information Systems	6
Total		60.0

All courses are semesterised. In addition to the courses listed above, the Diploma has a number of non-credit based courses and support services in First and Second Year to assist the mature student in their return to full-time education. Students must attend all these courses and perform to the required standard. Courses include:

31 Study methods

32 Essay writing

33 Examination preparation

34 Time management

35 And other courses as deemed appropriate

2 The diploma is composed of eleven courses which are given over two years (First Year – Level 1.1 and Second Year – Level 1.2) which are all taken individually. The pass mark in each course is 40% and no compensation is allowed. 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 Diploma requirements as soon as all required courses have been passed subject to Regulation 3 below.

3 Honours will not be awarded in the Diploma.

4 On successful completion of the Diploma, the mature student will be awarded the Diploma in the Foundations of Business. This Diploma will allow the mature student unrestricted access into the Bachelor of Commerce Degree Programme at B.Comm Level 2. A student who passes at least nine of the eleven courses in the Diploma within two years of entry may apply to UCD School of Business for permission to register for the Bachelor of Commerce.

5 Students who do not pass 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.

6 *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.

Syllabus of Courses for the Diploma in the Foundations of Business

Second Year (Level 1.2)

The courses of Level 1.2 are:

BMGT 1010	Organisational Behaviour Module	(2 units) (2 units)
ECON 1205	Microeconomics	(1 unit)
ECON 1206	Macroeconomics	(2 units)
MIS 1009	Quantitative Analysis for Business	(2 units)
MIS 1010	Computers and Information Systems	(1 unit)

In addition to the courses listed above, the Diploma has a number of non-credit based courses and support services in First and Second Year to assist the mature student in their return to full-time education. Students must attend all these courses and perform to the required standard. Courses include:

- 36 Study methods
- 37 Essay writing
- 38 Examination preparation
- 39 Time management
- 40 And other courses as deemed appropriate

Second Year (Level 1.2) Courses

Organisational Behaviour **(2 units) BMGT 1010**

(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.

Microeconomics **(1 unit) ECON 1205**

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.

Macroeconomics **(2 units) ECON 1206**

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.

Quantitative Analysis for Business**(2 units)****MIS 1009**

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.

Computers and Information Systems**(1 unit)****MIS 1010**

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.

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 UCD School of Business 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 UCD School of Business and will be at the discretion of the Bachelor of Commerce Programme Co-ordinator.
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,
School of Business,
University College Dublin,
Belfield,
Dublin 4, Ireland.