

**University College Dublin**  
**An Coláiste Ollscoile Baile Átha Cliath**

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



**School of Business**  
**(Postgraduate Programmes)**

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**Session 2005/06**

## Note

This booklet contains information on postgraduate courses leading to Degrees and Diplomas in UCD School of Business. For information on undergraduate courses in UCD School of Business, see the booklet *UCD School of Business (Undergraduate Programmes)*.

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## Degree of Master of Accounting (MAcc)

(COMXF0001)

*Higher Diploma in Professional Accounting (HDipPrAcc)*

### Course Summary

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

### Entry Standards

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

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

### Courses of Study

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

## Syllabus of Courses

### **Financial Accounting I**

**ACC P602**

#### ***Principles of Financial Accounting***

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

#### ***Financial Reporting***

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

### **Financial Accounting II**

**ACC P603**

#### ***Group Accounts***

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

#### ***Financial Statement Analysis***

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

### **Auditing I**

**ACC P604**

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

### **Auditing II**

**ACC P608**

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

### **Company Law**

**ACC P607**

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

### **Taxation I**

**ACC P610**

Income tax I, including introduction to historical developments, structure and administration; personal tax computations incorporating income assessable under schedules D, E and F; personal allowances, standard rated relief; charges on income;

PRSI and health levies. Tax treatment of husband and wife; income tax capital allowances and loss relief; income tax and partnerships; residence and domicile; termination payment; miscellaneous matters.

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

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

## **Taxation II**

**ACC P611**

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

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

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

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

## **Financial Management**

**ACC P612**

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

## **Management Accounting I**

**ACC P613**

### ***Cost Accounting***

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

### ***Information for Decision Making***

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

budgeting; flexible budgets; behavioural aspects of accounting; current research developments.

## **Management Accounting II**

**ACC P614**

### ***Financial Control Systems***

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

### ***Information Technology***

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

## **Dissertation**

**ACC P624**

### ***Research Methodology***

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

### ***Report Writing and Business Communication***

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

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



## **Degree of Master of Business Administration (MBA)**

**(COMXF0002)**

### **Programme Objectives**

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

### **Entry Standards**

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

Acceptance on the MBA programme is based on multiple criteria, including entry qualifications and experience, a personal interview and references, and performance on the GMAT (Graduate Management Admissions Test). The GMAT is a standardised test that is used worldwide for entry to MBA programmes, and can be taken in Dublin. Details are available at [www.mba.com](http://www.mba.com).

Application forms are available from

MBA Admissions,  
The Michael Smurfit Graduate School of Business,  
UCD, Blackrock,  
Co Dublin.

Completed applications must be returned by 31 March for the following September. Late applications may be considered in exceptional circumstances subject to availability of places.

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

In general exemptions are not allowed. In special cases, where candidates have completed other degree courses in subjects, UCD School of Business, through its MBA Policy Committee with the agreement of the Professor of the subject, considers equivalent to those in the UCD MBA programme, exemption credits for these courses may be granted. Individual cases will be considered by the MBA Policy Committee.

## Programme Modes

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

### Full-time

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

### Executive

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

## Programme Structure

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

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

The MBA consists of four parts:

### Foundation Courses

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

### Corporate and Integrative Courses

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

### Specialist Electives

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

### Applied Research Project Options

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

**Examinations**

Examinations are held after each semester, and the subjects examined are those covered in the previous semester. In the case of the executive programme, candidates are required to have passed the examinations for first year before being permitted to proceed to second year.

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

**Degree of Master of Business Administration (MBA)**  
**(COMXF0002)**

**Introductory Programme** (Not for credit): Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Team Building, Networking Events, Study Techniques

**Core Courses**

		Marks			Marks
ACC P615	Managerial Accounting	100	BMGT P605	International Business	100
ACC P618	Financial Reporting	100	ECON P303	Business Economics	100
ACC P632	Financial Statement Analysis	100	FIN P601	Principles of Finance	100
BMGT P601	Organisational Behaviour	100	FIN P602	Corporate Finance	100
BMGT P602	Operations Management	100	HRM P601	Human Resource Management	100
BMGT P603	Business Policy	100	MIS P601	Management Information Systems	100
BMGT P604	Strategic Management	100	MKT P601	Marketing Management	100

**Elective Courses**

		Marks			Marks
ACC P617	Management Control Systems	100			
ACC P619	European Business Law	100			
ACC P622	Taxation	100	BMGT P411	Group Consulting Assignment	100
ACC P636	Advanced Specialist Course in Accounting	100	BMGT P412	Company Analysis	100
BMGT P607	Managing Change	100	BMGT P413	Entrepreneurship Project	100
BMGT P689	Management, Organisation & Careers	100	BMGT P414	Communications, Media & Society	100
BMGT P701	Advanced Business Subject	100	BMGT P436	International Study Project	100
BMGT P702	Advanced Business Subject	100	BMGT P437	Managing the Negotiations Process	100
BMGT P719	Business Planning & Project Management	100	ECON P100	Irish Economic Policy	100
BMGT P724	Business Research Methods	100	ECON P316	Managerial Economics	100
BMGT P729	Management of Entrepreneurial & Small Business Organisations	100	FIN P648	Global Strategic Finance	100
BMGT P732	Team Development in Organisations	100	FIN P691	Current Issues in International Finance	100
BMGT P736	Leadership	100	FIN P690	Investment & Risk Management	100
BMGT P750	Planning & Decision Techniques & Computer-Based Support	100	FIN P654	Advanced Specialist Topics in Finance	100
BMGT P752	Strategic Alliances	100	FIN P656	Advanced Specialist Course in Finance	100
BMGT P754	Advanced Specialist Course in Management	100	FIN P694	Bank Management	100
BMGT P757	Advanced Specialist Topics in Management	100	FIN P695	International Money and Finance	100
BMGT P769	Opportunity Recognition	100	HRM P624	Advanced Human Resource Management	100
BMGT P770	New Venture Planning	100	HRM P628	Advanced Specialist Topics in HRM	100
BMGT P771	The Financing of New Ventures	100	HRM P630	Advanced Specialist Course in HRM	100
BMGT P772	Managing Growth	100	MIS P602	Management Science Applications	100
BMGT P773	Corporate Venturing	100	MIS P634	Managing ECommerce Strategy & Operations	100
BMGT P774	Managing Media Relations	100	MIS P640	Advanced Specialist Topics in MIS Trends	100
BMGT P401	Behavioural Aspects of Decision Making	100	MIS P646	Advanced Specialist Course in MIS Trends	100
BMGT P402	The Strategic Management of Innovation	100	MIS P660	Offshoring and Outsourcing	100
BMGT P403	The Management Consulting Process	100	MKT P602	International Marketing	100
BMGT P404	Mergers & Acquisitions	100	MKT P636	Advanced Specialist Topics in Marketing	100
BMGT P405	Competitor Analysis	100	MKT P639	Advanced Specialist Course in Marketing	100
BMGT P406	Business Strategy Simulation	100	MKT P647	Business to Business Marketing	100
BMGT P407	Strategy Execution	100		Approved External Course*	100
BMGT P408	Strategy Development Process	100			
BMGT P409	Competition in Knowledge Based Industries	100			
BMGT P410	Analysis for Managerial Decision-				

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**Commerce (Postgraduate Programmes)**

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Making	100
<b>BMGT P684 Applied Research Project*</b> Marks: 300	
Total Marks: 2,000	
* At the discretion of the MBA Policy Committee 3 additional electives may be substituted for the Applied Research Project.	

# Degree of Master of Business Administration (MBA) Executive MBA

**(COMXP0003)**

**Introductory Programme** (Not for credit): Introduction to Microcomputers; Quantitative Methods; Case Study Workshop; Presentation Skills; Introduction to Accountancy; Introduction to Economics

### Core Courses

		Marks			Marks
ACC P625	Managerial Accounting	100	BMGT P728	Business Policy	100
ACC P628	Financial Reporting	100	ECON P315	Business Economics	100
ACC P633	Financial Statement Analysis	100	FIN P641	Principles of Finance	100
BMGT P690	Organisational Behaviour	100	FIN P642	Corporate Finance	100
BMGT P691	Operations Management	100	HRM P622	Human Resource Management	100
BMGT P692	Strategic Management	100	MIS P629	Management Information Systems	100
BMGT P693	International Business	100	MKT P631	Marketing Management	100

### Elective Courses – Three electives to be chosen:

		Marks			Marks
ACC P627	Management Control Systems	100	BMGT P422	Strategy Development Process	100
ACC P629	European Business Law	100	BMGT P423	Competition in Knowledge Based Industries	100
ACC P630	Taxation	100	BMGT P424	Analysis for Managerial Decision-Making	100
ACC P637	Advanced Specialist Course in Accounting	100	BMGT P425	Group Consulting Assignment	100
BMGT P694	Managing Change	100	BMGT P426	Company Analysis	100
BMGT P698	Management, Organisation & Careers	100	BMGT P427	Entrepreneurship Project	100
BMGT P703	Advanced Business Subject	100	BMGT P428	Communications, Media & Society	100
BMGT P704	Advanced Business Subject	100	ECON P314	Irish Economic Policy	100
BMGT P720	Business Planning & Project Management	100	ECON P317	Managerial Economics	100
BMGT P727	Business Research Methods	100	FIN P649	Global Strategic Finance	100
BMGT P730	Management of Entrepreneurial & Small Business Organisations	100	FIN P655	Advanced Specialist Topics in Finance	100
BMGT P733	Team Development in Organisations	100	FIN P657	Advanced Specialist Course in Finance	100
BMGT P737	Leadership	100	FIN P693	Current Issues in International Finance	100
BMGT P751	Planning & Decision Techniques & Computer-Based Support	100	FIN P692	Investment & Risk Management	100
BMGT P753	Strategic Alliances	100	HRM P625	Advanced Human Resource Management	100
BMGT P755	Advanced Specialist Course in Management	100	HRM P629	Advanced Specialist Topics in HRM	100
BMGT P758	Advanced Specialist Topics in Management	100	HRM P631	Advanced Specialist Course in HRM	100
BMGT P775	Opportunity Recognition	100	MIS P630	Management Science Applications	100
BMGT P776	New Venture Planning	100	MIS P635	Managing ECommerce Strategy & Operations	100
BMGT P777	The Financing of New Ventures	100	MIS P641	Advanced Specialist Topics in MIS Trends	100
BMGT P778	Managing Growth	100	MIS P647	Advanced Specialist Course in MIS Trends	100
BMGT P779	Corporate Venturing	100	MKT P630	International Marketing	100
BMGT P415	Behavioural Aspects of Decision Making	100	MKT P637	Advanced Specialist Topics in Marketing	100
BMGT P416	The Strategic Management of Innovation	100	MKT P640	Advanced Specialist Course in Marketing	100
BMGT P417	The Management Consulting Process	100	MKT P646	Business to Business Marketing	100
BMGT P418	Mergers & Acquisitions	100		Approved External Course*	100
BMGT P419	Competitor Analysis	100			
BMGT P420	Business Strategy Simulation	100			
BMGT P421	Strategy Execution	100			

**BMGT P684 Applied Research Project\*\*** Marks: 300

Total Marks: 2,000

\*MBA Participants may be allowed from year to year, as circumstances permit, to choose for their three elective courses, courses provided within the other UCD MBA programmes.

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

\*\* At the discretion of the MBA Policy Committee 3 additional electives may be substituted for the Applied Research Project.

## Degree of Master of Business Administration (MBA) International Executive MBA

**(COMXP0018)**

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

<b>Introductory Programme (Not for credit):</b>							
Computer Applications, Stress Management, Communication Skills, Group Dynamics, Case Study Analysis							
<b>Core Subjects</b>							
			Marks				Marks
ACC P913	Managerial Accounting		100	BMGT P975	International Strategic Management		100
ACC P914	Financial Reporting		100	ECON P334	Business Economics		100
BMGT P950	Operations Management		100	FIN P929	Principles of Finance		100
BMGT P951	Organisational Behaviour		100	FIN P949	Advanced Finance		100
BMGT P972	Leadership & the Management of Change		100	HRM P927	Human Resource Management		100
BMGT P973	International Business		100	MIS P924	Management Information Systems		100
BMGT P974	Business Policy		100	MKT P943	Marketing Management		100
<b>Elective Subjects - Three electives to be chosen:</b>							
			Marks				Marks
ACC P915	European Business Law		100	BMGT P302	The Strategic Management of Innovation		100
ACC P922	Strategic Value Management		100	BMGT P303	The Management Consulting Process		100
ACC P923	Management Control Systems		100	BMGT P304	Mergers & Acquisitions		100
ACC P924	International Accounting		100	BMGT P305	Competitor Analysis		100
ACC P925	Advanced Specialist Course in Accounting		100	BMGT P306	Business Strategy Simulation		100
ACC P927	Taxation		100	BMGT P307	Strategy Execution		100
BMGT P952	Business Research Methods		100	BMGT P308	Strategy Development Processes		100
BMGT P953	Team Development in Organisations		100	BMGT P309	Competition in Knowledge-based Industries		100
BMGT P954	Management, Organisations and Careers		100	BMGT P310	Analysis for Managerial Decision Making		100
BMGT P976	Advanced Management Topics		100	BMGT P311	Group Consulting Assignment		100
BMGT P977	Advanced Specialist Topics in Management		100	BMGT P312	Company Analysis		100
BMGT P978	International Study Project		100	BMGT P313	Entrepreneurship Project		100
BMGT P979	Entrepreneurship and Small Business Course		100	BMGT P314	Communications, Media & Society		100
BMGT P981	Advanced Specialist Course in Management		100	ECON P335	Irish Economic Policy		100
BMGT P991	Management Consulting Principles, Strategies & Systems		100	FIN P935	International Finance		100
BMGT P992	Corporate Governance		100	FIN P936	Advanced Specialist Topics in Finance		100
BMGT P329	Business Planning & Project Management		100	FIN P937	Advanced Specialist Course in Finance		100
BMGT P330	Managing the Negotiation Process		100	FIN P939	Mergers & Acquisitions		100
BMGT P331	Business Ethics & Corporate Governance		100	FIN P945	Strategic Finance		100
BMGT P332	Leadership & Careers		100	FIN P942	Current Issues in International Finance		100
BMGT P333	Planning & Decision Making Techniques		100	FIN P941	Investments & Risk Management		100
BMGT P334	The Role & Function of Media in		100	HRM P931	Advanced Human Resource Management		100
				HRM P932	Advanced Specialist Topics in HRM		100
				HRM P933	Advanced Specialist Course in HRM		100



## Commerce (Postgraduate Programmes)

	the 21 <sup>st</sup> Century	100	MIS P925	Managing ECommerce Strategy and Operations	100
BMGT P335	Strategic Alliances	100	MIS P926	Management Science Applications	100
BMGT P336	Behavioural Aspects of Decision Making	100	MIS P934	Advanced Specialist Topics in MIS	100
BMGT P337	New Venture Opportunity Recognition	100	MIS P935	Global ECommerce in Hi-tech Growth Economies	100
BMGT P338	New Venture Planning	100	MIS P940	ECommerce – Strategy and Operations	100
BMGT P339	Financing of New Ventures	100	MKT P947	International Marketing	100
BMGT P340	Managing Growth	100	MKT P948	Advanced Specialist Topics in Marketing	100
BMGT P341	Communications, Media & Society	100	MKT P953	Advanced Specialist Course in Marketing	100
BMGT P342	Contemporary Career Self-Management	100	MKT P956	Business to Business Marketing	100
BMGT P421	Strategy Execution	100	MKT P959	Marketing Channels	100
BMGT P301	Behavioural Aspects of Decision Making	100			
<b>BMGT P980 Applied Research Project**</b> Marks: 300					
Total Marks: 2,000					
** At the discretion of the MBA Policy Committee an additional 3 electives may be substituted for the Applied Research Project.					

### Electives from Other Areas

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

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

## Degree of Master of Business Administration (MBA) International Financial Services Centre

**(COMXP0013)**

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

It is a two-year, part-time programme with lectures taking place on two evenings each week from 17.30 to 21.45. Students are also required to complete one block week course each semester based at The Michael Smurfit Graduate School of Business, UCD.

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

## Commerce (Postgraduate Programmes)

ACC P918	European Business Law	BMGT P317	The Management Consulting Process
ACC P919	Strategic Value Management	BMGT P318	Mergers & Acquisitions
ACC P920	Management Control Systems	BMGT P319	Competitor Analysis
ACC P921	International Accounting	BMGT P320	Business Strategy Simulation
ACC P926	Advanced Specialist Course in Accounting	BMGT P321	Strategy Execution
ACC P928	Taxation	BMGT P322	Strategy Development Processes
BMGT P955	Team Development in Organisations	BMGT P323	Competition in Knowledge-based Industries
BMGT P956	Management, Organisations and Careers	BMGT P324	Analysis for Managerial Decision Making
BMGT P967	Business Research Methods	BMGT P325	Group Consulting Assignment
BMGT P968	Entrepreneurship and Small Business	BMGT P326	Company Analysis
BMGT P969	Advanced Management Topics	BMGT P327	Entrepreneurship Project
BMGT P970	Advanced Specialist Topic in Management	BMGT P328	Communications, Media & Society
BMGT P982	Advanced Specialist Course in Management	ECON P336	Irish Economic Policy
BMGT P993	International Study Project	FIN P932	International Finance
BMGT P994	Business Planning & Project Management	FIN P933	Advanced Specialist Topics in Finance
BMGT P995	Corporate Governance	FIN P938	Advanced Specialist Course in Finance
BMGT P997	Management Consulting Principles, Strategies and Systems	FIN P940	Mergers & Acquisitions
BMGT P343	Managing the Negotiation Process	FIN P943	Investments & Risk Management
BMGT P344	Business Ethics & Corporate Governance	FIN P944	Current Issues in International Finance
BMGT P345	Leadership & Careers	FIN P943	Strategic Finance
BMGT P346	Planning & Decision Making Techniques	HRM P929	Advanced Human Resource Management
BMGT P347	The Role and Function of Media in the 21 <sup>st</sup> Century	HRM P930	Advanced Specialist Topics in HRM
BMGT P348	Strategic Alliances	HRM P934	Advanced Specialist Course in HRM
BMGT P349	Behavioural Aspects of Decision Making	MIS P927	Management Science Applications
BMGT P350	New Venture Opportunity Recognition	MIS P928	Managing ECommerce Strategy & Operations
BMGT P351	New Venture Planning	MIS P929	Global ECommerce in Hi-Tech Growth Economies
BMGT P352	Financing of New Ventures	MIS P933	Advanced Specialist Topics in MIS Trends
BMGT P353	Managing Growth	MIS P942	ECommerce – Strategy and Operations
BMGT P354	Communications, Media & Society	MKT P945	International Marketing
BMGT P355	Contemporary Career Self-Management	MKT P946	Advanced Specialist Topics in Marketing
BMGT P315	Behavioural Aspects of Decision Making	MKT P954	Advanced Specialist Course in Marketing
BMGT P316	The Strategic Management of Innovation	MKT P957	Marketing Channels
		MKT P958	Business to Business Marketing
<b>BMGT P971 Applied Research Project**</b> Marks: 300			
Total Marks: 2,000			
** At the discretion of the MBA Policy Committee an additional 3 electives may be substituted for the Applied Research Project. This discretion must be exercised prior to the commencement of the academic year.			

### Electives from Other Areas

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

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

## MBA Programme Courses

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### Core Courses

#### **Managerial Accounting**

**ACC P615/625/913/916**

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

#### **Financial Reporting**

**ACC P618/628/914/917**

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

#### **Financial Statement Analysis**

**ACC P632/633**

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

#### **Organisational Behaviour**

**BMGT P601/690/951/961**

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

#### **Operations Management**

**BMGT P602/691/950/962**

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

**Business Policy****BMGT P603/728/965/974**

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

**Strategic Management****BMGT P604/692**

The course examines the nature of Strategic Management and Strategic Analysis including the analysis of both the external environment and the internal resources of the firm. A contemporary viewpoint on issues of competitive advantage is presented including the nature and extent of competitiveness across industry types. The bases of competitive advantage are examined.

**International Business****BMGT P605/693/964/973**

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

**Leadership & the Management of Change****BMGT P972/963**

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

**International Strategic Management****BMGT P975/966**

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

**Business Economics****ECON P303/315/349/334**

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

### **Principles of Finance**

**FIN P601/641/929/930**

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

### **Corporate Finance**

**FIN P602/642/931**

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

### **Advanced Finance**

**FIN P949**

This is a wide-ranging course with the aim of explaining the principle types of financial securities, namely, equities, bonds, and derivative products. The operations of the markets on which they operate are also outlined. In addition, portfolio theory is presented as an alternative to dealing with investments in individual securities. This involves obtaining an understanding of the characteristics of portfolios and how investors can manipulate them. Applications of portfolio theory are outlined in conjunction with the equilibrium asset pricing models, the CAPM and APT. Evaluation of the investment process is discussed constantly throughout the course.

### **Human Resource Management**

**HRM P601/622/927/928**

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

### **Management Information Systems**

**MIS P601/629/924/932**

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

systems, information systems planning and development, the economics of information systems, and IS security and control.

**Marketing Management****MKT P601/631/943/944**

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

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**Elective Courses**

A selection of the following electives are offered each year:

**Management Control Systems****ACC P617/627/920/923**

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

**European Business Law****ACC P619/629/915/918**

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

**Taxation****ACC P622/630/927/928**

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

**Strategic Value Management****ACC P919/922**

The key to continued organisation success is value creation. Firms must be able to create economic value if they are to justify their continued existence in the longer term, let alone

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be able to access capital markets over the short and medium term. This elective includes the following topics: An understanding of the economic (as opposed to the accounting) perspective when managing the firm. Creation and protection of a firm's economic value. Developing an integrated system for achieving corporate competitiveness. The basis, uses and limitations of modern economic valuation models. Multi-business valuation and restructuring. Integrating a value perspective into the management of the firm, performance appraisal and remuneration of executives.

### **International Accounting**

**ACC P921/924**

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

### **Advanced Specialist Course in Accounting**

**ACC P636/637/925/926**

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

### **Managing Change**

**BMGT P607/694**

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

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

### **Management, Organisation and Careers**

**BMGT P689/698/954/956**

This course has three objectives. First, to encourage and equip participants to examine their career to date, to assess the future options and opportunities, and throughout their MBA, to work towards a strategic plan for the next stages in their career. Secondly, to examine best practice and proven theory in the areas of management both at the corporate level and senior functional levels; and within course and group work to experiment and extend the range of personal competences. Thirdly, to integrate from cognate courses throughout the MBA the issues and lessons from a managerial perspective and to seek to internalise the qualities of leadership, judgement and performance required for business and career success.

### **Advanced Business Subject**

**BMGT P701/703**



**Advanced Business Subject****BMGT P702/704****Business Planning and Project Management****BMGT P719/720/994/329**

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

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

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

**Business Research Methods****BMGT P724/727/952/967**

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

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

**Management of Entrepreneurial & Small****Business Organisations****BMGT P729/730/968/979**

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

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

**Team Development in Organisations****BMGT P732/733/955/953**

This is a project-based course, which involves considerable fieldwork in the examination of organisation design. The programme will give participants an in-depth knowledge of teams in the success of organisations and how to build effective teams in any organisation and their own skills through experimental learning and skills training. The course will review the major theoretical perspectives in the field of Team Development

theory and the literature supporting these perspectives. Learning areas will include personnel team profiles, team development and team building, characteristics of high performance teams and creating a learning environment. This module is distinctive in that it allows the participants to develop experientially. The contents of this course will be presented through group work, simulation games, self-assessment and other experimental work.

### **Leadership**

**BMGT P736/737**

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

### **Planning & Decision Techniques &**

#### **Computer-Based Support**

**BMGT P750/751/333/346**

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

### **Strategic Alliances**

**BMGT P752/753/335/348**

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

### **Advanced Specialist Course in Management**

**BMGT P754/755/981/982**

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

### **Advanced Specialist Topics in Management**

**BMGT P757/758/970/977**

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

### **New Venture Opportunity Recognition**

**BMGT P769/775/337/350**

This course deals with the importance of Opportunity Recognition in the process of New Venture Creation. It begins with an exploration of sources of ideas and the use of

creative thinking techniques, environmental scanning, industry analysis and the emergence of new technologies and markets in identifying ideas. The difference between ideas and opportunities is explored and the relationship between the quality of the idea and the strategic potential of the business is established. Opportunity Recognition is not confined to a new green-field start-up. It includes opportunities to acquire existing businesses, mergers and acquisitions, restructuring, licensing and franchising. The course includes seminars, workshops, cases, role-playing and visiting speakers.

**New Venture Planning****BMGT P770/776/338/351**

This course deals with the theory and practice of New Venture Planning and includes the perspective of the entrepreneur and those who support new businesses and provide capital. It covers all the steps involved in preparing a business plan from the assessment of feasibility to the detailed content of the plan, which includes getting the strategy and business model right, the marketing plan, the operations plan the management team, organisation and people plan, and the financial plan. The final sessions of the course deal with the launch and early stage problems, consolidation, growth and renewal. The course is based on seminars, cases, projects and visiting speakers.

**The Financing of New Ventures****BMGT P771/777/339/352**

This course deals with the theory and practice of New Venture Finance. The course begins with approaches to identifying the amount of finance needed to start a business. It deals with the valuation of early stage businesses including the valuation of technology and intellectual property. It discusses the various sources of finance available to entrepreneurs with particular emphasis on informal venture capital and venture capital from specialist VC firms. It addresses the issues of structuring and negotiating deals and evaluating alternative term sheets from the perspective of the entrepreneur and the supplier of finance. Finally it explores the alternative routes to harvesting an investment and the relative merits of trade sales and independent public offerings. The course will include seminars, cases, visiting entrepreneurs and suppliers of capital.

**Managing Growth****BMGT P772/778/340/353**

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

**Corporate Venturing****BMGT P773/779**

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

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

### **Managing Media Relations**

**BMGT P774/341/354**

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

### **Behavioural Aspects of Decision Making**

**BMGT P401/415/301/315**

Business executives make decisions both as individuals and as members of task forces or other groups. The course will emphasise behavioural rather than quantitative approaches to decision making. We will use a combination of lectures, discussions, application exercises and cases to enhance the understanding of common pitfalls in the decision making of individuals and groups as well as strategies and tools for avoiding those pitfalls.

### **The Strategic Management of Innovation**

**BMGT P402/416/302/316**

For many firms competitive advantage is gained and maintained through innovation. Successful innovation has its foundations in management, economics and organisational theory. Through these multidisciplinary fields, participants in this course will develop strategies for planning and implementing successful innovations.

This course will expose you to a mix of approaches and techniques that promote innovation and entrepreneurial conduct in organisations. It explores how patterns of change in technologies and markets create both opportunities and threats for established and new firms.

### **The Management Consulting Process**

**BMGT P403/417/303/317**

The objectives of this course are to introduce participants to the role of the consultant in bringing about change in organisations; to help participants distinguish between various different approaches to consulting and their appropriateness in certain settings; and to work on some key consultancy skills.

### **Mergers & Acquisitions**

**BMGT P404/418/304/318**

Mergers & Acquisitions are a worldwide phenomenon. This course is an introduction to the management side of mergers and acquisitions and how such actions are used in the development and moulding of corporate strategies.

### **Competitor Analysis**

**BMGT P405/419/305/319**

The purpose of this course is to provide participants with an overview of/and the skills associated with the strategic competitor analysis. Topics covered will include: Purposes of competitor analysis; The Competitive Landscape; Identifying and Assessing the Competitor's Activity/Value Chain, Types; Projecting the Competitor's Future Marketplace Strategy; Institutionalising Competitor Analysis.

**Business Strategy Simulation**

**BMGT P406/420/306/320**

This seminar is designed around a business simulation. Through this course participants will gain experience running a company focusing on the formulation and implementation of strategy. This is accomplished through a computer-based simulation of a company and industry environment.

**Strategy Execution**

**BMGT P407/421/307/321**

This course focuses on the execution and implementation of strategy within the firm. As such, it integrates perspectives from organisation theory; organisation behaviour; human resources and control systems. The course addresses the barriers to implementing specific strategies and focuses on tools and techniques to overcome these barriers.

**Strategy Development Processes**

**BMGT P408/422/308/322**

Organisations are challenged to develop strategies for competitive and institutional reasons. This course provides a series of analytical tools and research results that show various alternative approaches to the design of strategy development processes. Hands-on experience in critiquing various approaches will be a key feature of this course.

**Competition in Knowledge-Based Industries**

**BMGT P409/423/309/323**

This course addresses the competitive dynamics faced by firms competing in knowledge intensive industries. Issues such as tipping effects, patent protection and anti-trust concerns are particularly important contextual features that affect firm strategy. The course takes a multi-disciplinary perspective on these issues.

**Analysis for Managerial Decision Making**

**BMGT P410/424/310/324**

Data analysis informs decision-making. This course offers perspectives on problem-solving approaches and techniques of data analysis that inform managerial decision-making and organisational processes. At the end of the course participants will have an improved ability to analyse data and make appropriate conclusions from data.

**Group Consulting Assignment**

**BMGT P411/425/311/325**

This course uses an action research framework to deliver practical solutions to organisational problems. Groups of participants will work closely with a client organisation and an academic staff member of the UCD School of Business in the formulation and resolution of an organisational problem. The course is experiential and will require participants to commit to completing their projects in agreement with the client organisation.

**Corporate Governance**

**BMGT P992/995**

This course examines organisational and managerial issues in relation to Corporate Governance

**Company Analysis**

**BMGT P412/426/312/326**

This course will be taught in a multi-disciplinary perspective with inputs from various disciplines and functions. Moreover it will feature presentations from company personnel about the evolution and prospects for the organisation.

**Business Ethics & Corporate Governance**

**BMGT P331/344**

This course integrates ethics with management, leadership, corporate governance and corporate social responsibility. It is an intensely practical subject. A primary objective of the course is to enhance and link management competence and ethics. A grasp of ethical issues, approaches and skills is relevant to the whole enterprise, its corporate governance, and to all functional areas – human resources, marketing, accounting/finance, production and services operations, purchasing, R & D. etc.

**Entrepreneurship Project**

**BMGT P413/427/313/327**

This project-based course enables participants to complete a detailed feasibility study and plan for the establishment of a new venture.

**Communications, Media and Society**

**BMGT P414/428/314/328**

This course evaluates the role that media organisations play in society and how business leaders influence and are influenced by the Media.

**The Role & Function of Media in the 21<sup>st</sup> Century**

**BMGT P334/347**

This course will bring students through two distinct but complementary learning processes. These are: a) an understanding of how the media functions in western societies; their constitutional and legal basis: their interaction with government, business and other sectors and b) a practical understanding of how and insight into the operation of modern media; how they operate in practice on the ground; understanding and engaging with the media; how to relate to the media; rights and responsibilities.

**International Study Project**

**BMGT P978/993**

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

**Managing the Negotiation Process**

**BMGT P330/343**

The course covers the theory and practice of negotiations in a wide variety of settings. It aims to help you to: a) deepen your understanding of negotiation by reviewing aspects of relevant theory and practice that provide useful insights and have the potential to improve the effectiveness of agreements you reach in your organisational and personal life: and b) develop your skills in planning and applying effective negotiation strategies and tactics. Classes include lectures, discussion, negotiation exercises such as role-playing, and case study analysis. Video material is used to supplement text and lectures and to illustrate effective and ineffective negotiation behaviour.

**Irish Economic Policy**

**ECON P100/314/335 336**

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

**Managerial Economics****ECON P316/317**

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

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

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

**Global Strategic Finance****FIN P648/649/945/943**

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

**International Finance****FIN P932/935**

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

**Advanced Specialist Topics in Finance****FIN P654/665/933/936**

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

**Advanced Specialist Course in Finance****FIN P656/657/937/938**

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

**Investment & Risk Management****FIN P690/692/941/943**

Financial scandals are continually in the news: the pensions crisis and mortgage mis-selling, derivatives losses such as Barings and Enron. This elective course will first examine the potential investment strategies and 'styles' of investment houses and how they can change the risk-return profiles of their asset holdings using derivatives such as futures, (exotic) options and swaps. Every financial institution has to be able to measure and track the market risk of its total portfolio of assets, held worldwide. We therefore examine the

concept of Value at Risk introduced by J.P. Morgan (now RiskMetrics™). Finally, we analyse the role of regulatory authorities and capital adequacy requirements.

**Current Issues in International Finance** **FIN P691/693/942/944**

This course has two goals: to provide students with the background and skills to evaluate important current and future economic and financial issues; and to put those skills to use in studying topics now in the news. This course details current topics from international financial and non-financial firms. These topics include: exchange rate and international capital-market behaviour, monetary policy and the evolution and workings of the international monetary system; EMU and prospects for the future

**Mergers & Acquisitions** **FIN P939/940**

The objective of this course is to examine the Mergers and Acquisitions and surrounding issues from a financial perspective.

**Advanced Human Resource Management** **HRM P624/625/929/931**

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

**Advanced Specialist Topics in HRM** **HRM P628/629/930/932**

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

**Advanced Specialist Course in HRM** **HRM P630/631/933/934**

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

**Management Science Applications** **MIS P602/630/926/927**

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

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

**Managing eCommerce Strategy and Operations** **MIS P634/635/925/928**

This course addresses strategic issues facing commercial enterprises arising from the emergence of the digital economy. In particular it will provide an understanding of how current competitive and operational models are challenged by the emergence of



eCommerce. At the same time it will provide an overview of how current practice in the eCommerce arena can be explained by existing models of strategy and operations.

**eCommerce – Strategy and Operations****MIS P940/942**

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

**Global eCommerce in Hi-tech Growth Economies****MIS P929/935**

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

**Advanced Specialist Topics in MIS Trends****MIS P640/641/933/934**

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

**Advanced Specialist Course in MIS Trends****MIS P646/647**

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

**International Marketing****MKT P602/630/945/947**

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

**Advanced Specialist Topics in Marketing****MKT P636 637 946/948**

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

**Advanced Specialist Course in Marketing****MKT P639/640/953/954**

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

**Business-to-Business Marketing****MKT P647/64/956/958**

Business-to-Business (B2B) Marketing encompasses those management activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, and/or institutional customers. This course is designed to provide students

with a basic understanding of the concepts of B2B Marketing. It helps them develop critical analysis and problem-solving abilities with respect to business market management.

### **Marketing Channels**

**MKT P957/959**

Distribution Channels refer to the collective set of organisations that efficiently transmit products and services from point of conception, to the point of consumption and beyond. Historically, channels (the fourth P of marketing) have been the least glamorous of the marketing mix area. The reality today is relatively different, with product proliferation: media fragmentation, retailer power and the Internet. The success of Dell, Walmart and Amazon reveal that careful attention to distribution can have tremendous benefits. The content of the course reflects this newfound interest in channels. It will focus on the organisation, management and relationships between the intermediaries of a distribution channel. The course will seek to discuss the key elements within the channel, including retailing, wholesaling and physical distribution management.

### **Electives from Other Areas**

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

## **Degree of Master of Business Administration (MBA) in Health Services Management**

**(COMXP004)**

### **First Semester Courses**

#### **Managerial Accounting**

**ACC P905**

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

#### **Health Services Policy and Planning**

**COMM P901**

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

#### **Organisational Behaviour**

**COMM P902**

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

#### **Business Economics**

**ECON P348**

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

## Second Semester Courses

### **Financial Reporting & Control**

**ACC P907**

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

### **Operations Management**

**BMGT P909**

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

### **Human Resource Management**

**HRM P902**

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

### **Management Information Systems**

**MIS P902**

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

*The following semester 3 and 4 courses constitute the syllabus for year 2 of the programme. In addition any other two courses from other MBA programmes, where appropriate, may be selected.*

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## Third Semester Courses

### **Comparative Health Service Systems**

**COMM P903**

This course examines the comparison of healthcare systems along key policy dimensions such as funding and payment mechanisms, patient access and referral systems, and

government intervention. Examination of healthcare systems in selected countries to identify common characteristics and framework as well as differences between countries. Course content: Definition of the concept of health service systems. Discussion of methodologies and models for making comparative evaluations of health systems. Examination of various organisational patterns and trends in selected health service systems.

**Health Economics****ECON P304**

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

**Financial Management in the Health Service****FIN P903**

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

**Legal Aspects and Ethical Aspects of Health Service Management FMED P901**

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

**Section A: Legal Aspects of Health Service Management**

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

**Section B: Ethical Aspects of Health Service Management**

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

**Customer Relations and Marketing in Health Service Organisations MKT P902**

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

## Fourth Semester Courses

### **Strategic Management in Health Service Organisations** **BMGT P912**

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

### **Issues in Public Health Management** **COMM P904**

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

### **Quality Management in Health Service Organisations** **COMM P905**

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

### **Leadership and the Management of Change** **COMM P906**

#### ***Leadership:***

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

#### ***Management of Change:***

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

### **Public Health and Evidence Based Practice** **COMM P907**

This course defines health status and need through the use of epidemiological measures of health and disease and the sources of health information. It examines measures used to assess the performance and outcomes of health service interventions. It examines the

role of research and evaluation in health service development and management. Course content: Defining health status and need. Assessing outcomes: meeting organisational goals. Assessing the impact of health care initiatives. Medical and Surgical Audit. Application of epidemiological research to health care planning. Role of research and evaluation in health care.

## Degree of Master of Business Studies (MBS)

### Programme Objectives

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

### Programme Structure

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

The degree will be awarded following the completion of either 11 programme specialist courses (course-based mode) or 8 programme specialist courses and a dissertation (dissertation mode). This is at the discretion of the relevant department.

#### **Marks**

8 Specialist Courses		800
Dissertation or 3 Additional Specialist Courses	<u>300</u>	
Total		1,100

**Note:** For students following the course-based mode, a maximum of four courses, with the exception of research methods, may be project based. For students following the dissertation mode, a maximum of two courses, with the exception of research methods, may be project based.

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

The full-time programme runs from September to 31 August of the year following registration or such later date as determined by UCD School of Business.

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



Academic Departments reserve the right to modify the courses that are designated as core or elective in any year. Such modifications will be advised to students prior to enrolment on the programme.

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## **Entry Standards**

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

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

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

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

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

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## **Specialist Areas**

### **E Business**

Doing business electronically has become an integral part of everyday life for public and private organisations, both large and small, across the globe. Despite its popularity, the impact of E Business is not fully understood. Technologies are constantly evolving and much depends on the social, organisational and institutional situations in which technologies are embedded. This extremely dynamic E Business environment provides students with a unique opportunity to learn about and understand fundamental issues about business, management, economics and the implications of having an increasingly networked world

The Masters in E Business provides an interdisciplinary, theoretically grounded and practically illustrated understanding of these key issues in E Business. The course aims to further students' understanding of and capability to manage organisations and networks in an E Business environment. Emphasis will be put on (1) the impact of emerging technologies on individuals, organisations, networks and industries; (2) systems

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

architectures, development and integration; and (3) E Business and network management. Project management courses and practical work will allow students to explore E Business issues in real-world settings and to develop managerial skills. Students will also have a choice from a broad range of electives to allow for specialisations on some of the interdisciplinary aspects of E Business (e.g. design, consumer behaviour, law, security, economics).

*Core Courses: MIS P631, MIS P607, MIS P610, MIS P623 and BMGT P610*

### **Finance**

The finance specialism of the MBS is a broad finance masters, covering all of the major areas of the discipline. The stream focuses on corporate finance and the investment markets. It is suitable to those with a business or business related background. Core courses cover all of the primary areas of finance, including; Corporate Finance, Derivatives, Capital Markets and Financial Asset Valuation. Students have an opportunity to specialise with a wide range of electives in fields such as International Finance, Financial Institutions, Portfolio Management, Real Estate and Corporate Governance. Courses are designed to support a career in investment analysis, corporate finance, investment banking, fund management and related financial services areas. Students are encouraged to submit Graduate Management Admission Test (GMAT) scores with their application.

*Core courses for Finance: FIN P643 or STAT P491, FIN P607, FIN P611, FIN P617, FIN P618 and FIN P634.*

### **Human Resource Management**

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

*Core courses: HRM P604, HRM P605, HRM P614, HRM P610, HRM P636 (course-based mode only) and HRM P637*

**International Business**

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

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

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

*Core courses: BMGT P705, BMGT P611, BMGT P612, BMGT P616 and FIN P616*

**Management Consultancy**

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

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

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

**Dissertation or Work Placement**

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

*Core courses: BMGT P610, BMGT P706, BMGT P624, BMGT P676, BMGT P677, BMGT P432 and BMGT P439*

## **Management and Organisation Studies**

The Management and Organisation Studies Programme highlights the interdependence of the various management functions and provides a strong theoretical and practical foundation in research and contemporary thinking in the fields of management process, human behaviour and organisational dynamics. The course is an ideal programme for current and aspiring managers who wish to deepen their understanding of management and organisation, sharpen their analytical and critical thinking, and equip themselves with knowledge and skills that can be applied in a range of organisational settings.

Core subjects Organisational Behaviour, Organisation Theory, Managing Change and Business Policy will allow students to investigate how individuals and organisations interact, the socially embedded nature of work and organisations, the evolving nature of management and leadership, the major theoretical issues concerning the structure and design of organisations, and the impetus and dynamics of change and change management.

In addition students undertake three elective choices, choosing to either deepen their MOS specialisation or broaden their exposure to the wide range of subjects available on the MBS programme. All students undertake independent thesis research in an area of management or organisation of specific interest. The final core subject, Research Methods, is tailored to MOS and designed to provide students with the skills and knowledge necessary to undertake an extended period of self-directed research in this area.

*Core courses: BMGT P610, BMGT P707 and BMGT P622-BMGT P624*

## **Information Systems**

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

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

*Core Courses: MIS P632, MIS P604 and either MIS P605 or MIS P606.*

## **Marketing**

Graduates of the MBS in Marketing occupy some of the most significant and prestigious marketing positions in Ireland, Europe and further afield. The MBS programme in Marketing presents the student with a learning environment conducive to the development of the professional and technical skills required to operate at the very highest levels of

marketing practice. The courses focus upon developing conceptual and theoretical knowledge related to the analysis of markets and the identification of emerging trends in strategic marketing practice. A particular emphasis is placed on the analysis and formation of competitive strategies for the firm in domestic and international markets. The professional aspect of the programme is enhanced by the development of the social and interpersonal skills essential in enabling graduates to make an immediate contribution to the marketing task of their future employers.

The MBS in Marketing emphasises the development; organisation and management of the marketing function in market oriented organisations. The MBS in Marketing seeks to provide students with both the theoretical and managerial perspectives fundamental to a successful career in marketing.

*Core courses for Marketing: MKT P603, MKT P605, MKT P608, MKT P609, MKT P611, MKTP612, MKT P613 and MKT P635*

### **Project Management**

The MBS in Project Management is a specialist postgraduate degree, designed to provide graduates with skills, knowledge and insight necessary to undertake projects to a best practice standard.

The programme is based around two world-class professional standards for project methods – The US Project Management Institute's body of project management knowledge and the UK government standard for project methods PRINCE2.

Five specialist courses in the programme take the candidate through all stages of project work from conception, initiation to planning, execution and on to completion and post-project review. In addition to theory and best practice, the student is continually exposed to practical application.

The candidate will complete the programme by undertaking a project assignment in an organisation, from which experience the candidate will complete a practical research dissertation.

*Core courses: BMGT P610, BMGT P741, BMGT P742, BMGT P743, BMGT P744, BMGT P789 and BMGT P790*

### **Strategic Management and Planning**

This programme is designed for students interested in Strategic Management and Planning in private or public organisations and whose careers may involve them in the design and implementation of strategic planning systems or in contributing to the overall process of strategic management from a direct line or staff position. Courses focus on both conceptual and theoretical aspects of the subject, as well as on the practical issues of application. As Strategic Management and Planning require wide knowledge and skills in subjects such as Marketing, Finance, Human Resource Management and Organisational Behaviour, students are encouraged to select courses from other MBS areas to complement those taken in this area. This broadening of the knowledge base of students is of particular value also to those who envisage future careers in strategic consulting, general management or in running their own firms.

*Core courses: BMGT P708, BMGT P610; BMGT P629, BMGT P630, BMGT P631 and either BMGT P632 or BMGT P659.*

## Supply Chain Management

The Supply Chain Management programme is designed for students whose careers may involve supply chain management or strategy development. The course will give students a strong conceptual understanding of how successful supply chain management strategies can contribute to improved business performance as well as the practical skills to apply this understanding. This course is suitable for students wishing to specialise in any or all of the following aspects of business: managing supply chain operations, supply chain strategy development, customer service and relationship management, business logistics, operations strategy, enterprise resource planning and technological product and process innovation. Students are expected to complete their dissertation on a theme related to the management of supply chains.

*Core courses: BMGT P709, BMGT P780, BMGT P781, BMGT P782, BMGT P783 and BMGT P433*

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## Scope and Content of MBS Core and Specialist Courses

### Programme Core Courses

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All students must follow the Core Courses for their specialist areas. Professors in the Specialist Areas will specify additional courses from Specialist Courses listed below.

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

### Programme Specialist Courses

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#### Strategic Cost Management

**ACC P620**

This course approaches management accounting from a strategic viewpoint.

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

#### Advanced Specialist Course in Accounting

**ACC P638**

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

#### Financial Statement Analysis

**ACC P639**

Financial statements are relevant to the decisions of many individuals/groups including investors, creditors, consultants, managers, auditors, directors, analysts, regulators and employees. Financial statement analysis is presented in this course as an integral part of

the broader framework of business analysis. Four integral components of effective financial statement analysis are addressed, namely: business strategy analysis, accounting analysis, financial analysis and prospective analysis.

**Managing Organisational Integrity****BMGT P608**

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

**Business Policy****BMGT P610**

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

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

**International Business Management****BMGT P611**

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

The course also focuses on key management issues and techniques related to international business and considers the economic variables that influence a firm's competitiveness internationally. Other issues covered in this course include the role of

culture, sourcing international managers, doing business in specific regions – Pacific Rim, Eastern Europe, Latin America etc., the impact of technology on international business developments, research and development for the international firm and future prospects for the Irish firm internationally. Course presentation consists of a variety of activities – lectures, seminar presentations and case study analysis.

### **Global Competitive Strategies**

**BMGT P612**

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

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

### **European Business Environment**

**BMGT P613**

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

### **Multinationals and Global Strategies**

**BMGT P614**

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

### **The Global Economy and International Trade**

**BMGT P615**

This project-based course focuses on the main policy and institutional frameworks influencing the emerging global economy and the effect on international trade and investment. The major subject areas covered in the course include: the important policy and technical factors which are defining the framework of the emerging global economy; the implications and consequences of these for international trade and investment; the



response of governments and enterprises; the emergence of regional economic groupings; the expanding role of MNCs; the evolving multilateral framework for future international trade in goods, services and foreign direct investment.

### **The European Union**

**BMGT P616**

Developments in the European Union raise important challenges for business management, public policy and research. The conceptual approaches which have dominated the study of European integration – intergovernmentalism and neo-federalism – now seem inadequate to account for the complex pattern of governance emerging within the EU. Aspects of intergovernmentalism are confirmed, since the nation states of Europe remain very significant in the governance of business and economy. But this perspective seriously underestimates the extent to which European integration is changing both public policy and business practice in the member states. Drawing on observed patterns of policy and behaviour, an alternative conception of European integration is now emerging. This new conception synthesises and extends earlier approaches. This course is primarily concerned to explore this emerging new perspective and to show how it yields a critical understanding of key issues, including 'globalisation' and the nation state, the relation between public policy and business, and national 'models' of business and policy.

### **Technological Innovation and Organisational Change**

**BMGT P621**

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

### **Organisational Theory**

**BMGT P622**

This course, which is primarily concerned with the structure and design of organisations, is intended for those seeking a broad understanding of the research literature on organisation theory. Adopting an interdisciplinary approach, the course traces the developmental trajectories of organisations and their design over time. Topics covered on the course include history, metaphors and paradigms in organisational theory, the

physical and social structure of organisations, bureaucracy, the contingency and alternative approaches to organisational design, culture, power, organisational learning and the post-bureaucratic form of organisation.

### **Organisational Behaviour and Work**

**BMGT P623**

This course is concerned with the complex nature of organisations and the behaviour of individuals and groups within them. This course aims to place human behaviour firmly at the centre of analysis and to develop your engagement with and understanding OB issues. Key themes include group dynamics, motivation, communication and leadership; individual differences including perception, personality and diversity; and organisational processes such as conflict, politics, and job design. The course integrates concepts and theories with the practical realities of managing organisations and working within them, and explores the interaction between management practices and individual and group behaviour.

### **Organisational Behaviour**

**BMGT P439**

This course aims at increasing students' understanding of individual and group behaviour in organisations and its relevance for managers and consultants. Topics covered include individual differences, personality, emotion, cognitive processes and perception, motivation, goal setting and reward systems, decision making and problem solving, communication in organisations, group dynamics and team work, leadership, power and influence processes, negotiation, and cross-cultural issues. The course integrates theory and practice through extensive use of experiential exercises and through applying research-based knowledge to examining concrete organisational issues.

### **Managing Change**

**BMGT P624**

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

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

### **The Management of Organisations: Contemporary Issues**

**BMGT P625**

What is effective management? What makes a successful organisation? This is a project-based course designed to allow students to investigate and research a contemporary issue in management and organisational practice at an advanced level.

### **Management Competencies: Developing New Leadership and Management Skills**

**BMGT P626**

The management of people centrally involves leadership and interpersonal skills. Through action and experiential learning, this course helps you to explore and develop these skills and recognise and experiment with the management competencies needed in

contemporary work environments. By working on these skills in a practical and contextual way you will also gain a deeper understanding of management theory and organisational realities. Key topics will include leadership, self management, team building, communication skills, handling conflict and negotiating.

### **The Organisational Consequences of Internationalisation** **BMGT P627**

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

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

### **Strategic Management and Planning I** **BMGT P629**

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

Students should aim to gain sufficient knowledge and skills to:

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

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

### **Strategic Management and Planning – Theory and Practice II** **BMGT P630**

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

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

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

### **Business Planning and Project Management BMGT P631**

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

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

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

### **Contemporary Issues in Strategic Planning and Decision Making BMGT P632**

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

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

### **Management of Entrepreneurial and Small Business Organisations BMGT P633**

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

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

**Business Renewal****BMGT P634**

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

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

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

**Tourism Investment and Law****BMGT P638**

This course will discuss the nature of tourism investments.

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

**Team Development in Organisations****BMGT P653**

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

**Managing the Negotiation Process****BMGT P654**

This course covers theory and practice of negotiations in both individual and group decision contexts. The central perspective of the course is that of the manager, or group of managers, in a business enterprise engaged in competitive situations with others within

or outside the enterprise. The subject matter covered should be of equal relevance in the public sector organisation as well as in personal decision contexts outside the workplace. Classes include lectures; discussions, case study analyses and role-play exercises.

Specific objectives of the course are to assist students to:

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

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

### **Transport Management**

**BMGT P657**

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

### **Planning and Decision Techniques and Computer-Based Support**

**BMGT P659**

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

### **Management Consulting Principles, Strategies and Systems**

**BMGT P676**

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

### **Diagnostic Techniques in Consulting**

**BMGT P677**

This is a project-based course, which gives students the opportunity to apply the theoretical knowledge of management consulting gained in BMGT P676 Management Consulting Principles, Strategies and Systems. It is designed to broaden and deepen students' understanding of management consulting principles by applying them in a practical way through the use of case study analysis, contributions from consulting practitioners and the completion of a consulting project for an external organisation.

This is achieved by introducing the student to a selection of diagnostic techniques, their uses and their outputs, with the overall aim of illustrating how these tools enhance the problem solving and decision-making processes involved in typical management consulting assignments. Techniques examined include: organisational analysis, financial modelling, proposal writing, marketing analysis, business planning and strategic analysis.

A final and key element to this course is the completion of a major consulting assignment for an external client. Working in teams, students are provided with the opportunity to experience a real consulting assignment first-hand, from initial assignment brief through to completion.

### **Managing the Consulting Process**

**BMGT P432**

The management of the client-consultant plays a key role in the successful outcome of a consulting engagement. In understanding the dynamics of that relationship, one must concentrate on the personalised, relational field that develops between the consultant and the client. This course seeks to illustrate how excellence in relationships can add value and quality to consultancy assignments.

### **Tourism Marketing**

**BMGT P687**

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

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

### **Information Technology and Multi Media in Tourism**

**BMGT P688**

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

The Course aims to:

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

### **Research Methods – International Business**

**BMGT P705**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Research Methods – Management Consultancy**

**BMGT P706**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Research Methods – Management and Organisation Studies**

**BMGT P707**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Research Methods – Strategic Management Planning**

**BMGT P708**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Research Methods – Supply Chain Management**

**BMGT P709**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2)



to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

**Research Methods – Project Management****BMGT P741**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

**Field Mission Project Course****BMGT P721**

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

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

**Business Strategy and Regulation****BMGT P731**

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

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

**Business Administration Project****BMGT P734**

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

**Contemporary Issues in Management****BMGT P735**

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

**Project Feasibility and Evaluation**

**BMGT P742**

***PRINCE2 Methodology***

Initiating a project. Managing project stage boundaries.

***Project Scope Management***

Project initiation. Project Scope planning. Project scope definition. Project scope verification.

***Project Risk Management***

Risk management planning. Risk Identification. Risk Analysis. Risk Response planning.

***Project Feasibility Evaluation***

Feasibility framework. Feasibility studies. Feasibility evaluation at Project Milestones..

**Project Planning and Control**

**BMGT P743**

***PRINCE2 Methodology***

Planning project activities. Controlling project stages.

***Project Integration Management***

Project plan development. Project plan execution. Integrated Project Change Control.

***Project Risk Monitoring and Control***

***Project Time Management***

Activity definition. Activity sequencing. Activity duration estimating. Schedule Development. Schedule Control.

***Project Cost Management***

Resource planning. Cost estimating. Cost budgeting. Cost control.

***Project Quality Management***

Quality planning. Quality assurance. Quality control.

**Management of Client & Contractor Relations**

**BMGT P744**

***PRINCE2 Methodology***

Starting up a project. Directing a project. Managing project delivery. Closing a project.

***Project Communication Management***

Communication planning. Information distribution. Performance reporting. Project Closure. Project post-audit.

***Project Procurement Management***

Procurement planning. Work tender planning. Work tender invitation. Contractor Selection. Contract administration. Contract closeout.

***Project Portfolio Management***

Business strategy and Portfolios of projects. Review of strategy and project Portfolios. Review of Portfolio at Project milestones.

## **Project Management Tools and Techniques**

**BMGT P789**

### ***PRINCE2 Methodology***

Techniques: Product-based planning. Change Control. Quality Review. Project Components. Project Documentation definitions. Project Documentation management. Project Management Team – definitions of roles and responsibilities.

### ***Project Planning & Control Software Tools***

Comparison and use of software tools.

### ***Project Network Techniques***

Network techniques. Critical Path method. Use of Activity float. Constrained Project scheduling. Resource allocation techniques.

### ***Decision Analysis***

Decision modelling. Probability assessments. Sensitivity Analysis. Decision Trees.

### ***Structured Requests for Proposals***

Requests for Information. Requests for Proposals. Selection criteria. Components of a RFP. Technical requirements. Management requirements. Supplier qualifications. Pricing agreements. The RFP evaluation process.

## **Managing and Leading Project Teams**

**BMGT P790**

### ***The Roles and Activities of Project Management***

Resource-provider role. Master Architect role. Controller and Adjustment Maker role. Ambassador role. Activities of Project management. Planning. Organising. Leadership. Controlling. Project plan execution and achieving results.

### ***Human Resource Management***

Organisation Options. Organisation Planning. Team-member acquisition. Team development. Knowledge management and Team Learning.

### ***Leadership and Project Management***

Theories of Leadership. Power, Influence, Authority and Leadership. Traits of leaders. Leadership behaviours and processes. Contingency Models of Leadership.

### ***Team-membership and Project Teams***

Relations with the Project Manager. Relations with Clients. Relations with Colleague team-members. Motivation. Skills and personal development.

### ***Problem-solving and Conflict management***

Anticipating problems. Contingency planning. Team approaches to problem solving. Problem-solving with Contractors. Conflict and the Project life cycle. Conflict resolution styles. Situations and appropriate styles. Conflict with external Contractors.

## **Asian Business Systems**

**BMGT P745**

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

## **Tourism Policy BMGT P746**

The objective of this course is to review the elements of the macro economy at both a national and international level. International tourism is designed to explore tourism strategy at macro and micro economic level. Key areas which are developed within this

module include the role of tourism in economic development at a national and international level; the structure of the tourism industry at international level and in Ireland; factors involved in driving tourism growth; needs of capital investors, utilisation of tax provisions, project feasibility and appraisal using cost-benefit analysis, the overall value chain; supply chain analysis at a micro level; development of high quality and value added tourism; future trends and developments.

### **Tourism Strategy and Planning at an International and National Level**

**BMGT P747**

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

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

### **Management of Transport Operations**

**BMGT P748**

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

### **Tourism Strategy and Management at the Firm/Product Level**

**BMGT P749**

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

policies and practices – strategic staffing, performance management, human resource development and organisational culture.

**Strategic Business Planning in the Tourism Industry****BMGT P434**

This project based course may be offered to students and will involve the completion of a strategic analysis of a tourist related organisation or the development of a business plan for an existing or start-up venture. The project will require students to complete analysis of the organisation, the industry and the environment to address key contemporary strategic challenges for the organisation.

**Sustainable Tourism****BMGT P785**

This subject will examine the sustainability issues surrounding tourism from a number of aspects including economic, resource and environmental impacts. The course will examine the principle concepts and theories of sustainability and apply these to tourism development strategies on a regional, national and international basis.

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

**Strategic Issues in International Tourism****BMGT P786**

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

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

**Strategic Issues in Tourism****BMGT P435**

This project-based course may be offered to students and will involve the completion of a strategic analysis of a Tourist Related Organisation or the development of a business plan for an existing or start-up venture. The project will require students to complete analysis of the organisation, the industry and the environment to address key contemporary strategic challenges for the organisation.

**Global Logistics****BMGT P433**

The objective of the global logistics course is to provide students with an understanding of the role of logistics in synchronising and linking the entire supply chain. This course explores the key issues of customer service, global logistics strategy and management, issues in logistics outsourcing, distribution channel design and key operational and strategic logistics issues. The course will provide students with a broad conceptual understanding as well as the practical skills involved in applying logistics concepts.

**Advanced Specialist Course in Management****BMGT P756**

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

### **Supply Chain Management**

**BMGT P780**

Supply chain management is now recognised as one of the most important elements of competitive advantage – competition is no longer company versus company, it is supply chain versus supply chain. This course will provide you with knowledge of leading-edge concepts and practices in supply chain management. In a global environment of increased uncertainty, sophisticated customer demand and innovation proliferation, thinking outside the organisation is key.

This course will give you the tools and skills to manage the internal supply chain of the company as well as the extended enterprise from product conception through to providing products or services to the end-customer. This course is essential for those interested in the supply chain area, but is also helpful for those students who want to broaden their knowledge of this rapidly developing management field.

### **Supply Chain Planning and Control**

**BMGT P781**

The objective of this course is to provide students with an understanding of the systems of planning and control essential in managing supply chains. The course will look at specialist information systems such as enterprise resource planning (ERP) systems, analytical applications and specific organisational information systems such as warehouse and transportation planning systems as well as methods of planning and control across supply chain members. Students will learn how the principles of integration within an organisation can be applied to the supply chain to the benefit of all parties involved. Sample topics covered include: business engineering and enterprise optimisation; value chain thinking; components of an ERP system; implementation issues; and the internet.

### **Supply Chain Operations**

**BMGT P782**

Supply Chain Operations is the total pattern of decisions, which shape the long-term capabilities of a supply chain (manufacturing and service) and their contribution to overall strategy. Not surprisingly, the largest single subject area in the management consultancy market worldwide is that of operations/process management. The following are just some of the operations decisions facing a supply chain: How should it satisfy the requirements of its customers? What capabilities should it develop? How specialised should its activities become? How should it develop relationships with other organisations? How should its resources and processes be improved and developed over time? Students taking this course will be expected to reflect on the implications of these decisions for management and contribute to discussion on emerging issues in supply chain operations.

**Management of Technology and Innovation****BMGT P783**

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

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

**Quality Management****BMGT P784**

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

**Contemporary Tourism Issues****BMGT P787**

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

**Managing Media Relations****BMGT P788**

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

**The Management of Financial Institutions****FIN P603**

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

**International Finance**

**FIN P604**

Foreign Exchange Markets; Determination of FX Rates; Arbitrage & Parity Conditions; Modern Theories of FX Determination; Market Efficiency; Currency Crisis & Speculation; Monetary Systems; Currency Derivatives; International Investment; Transition & Developing Countries.

**Corporate Governance and Contemporary Issues in Finance**

**FIN P605**

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

**Fixed Income Securities**

**FIN P606**

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

**Corporate Financial Management**

**FIN P607**

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

**Financial Theory FIN P608**

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

**Portfolio Management**

**FIN P610**

Modern Portfolio Theory; Estimation Error; Asset Pricing Models; Factor Models; Performance Evaluation; Management of Equity & Fixed Income Portfolios; International Diversification; Alternative Asset Classes; Risk Management.

**Derivative Securities**

**FIN P611**

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



**Financial Engineering/Treasury Management****FIN P612**

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

**Introduction to Numerical Methods in Finance****FIN P613**

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

**Advanced Seminar in Financial Economics****FIN P614**

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

**Financial Management****FIN P615**

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

**International Financial Management****FIN P616**

The focus of the course is on the international financing and investment decisions of firms and the international financial environment that impinges on them. The theories and techniques of international financing within the context of different currencies, changing exchange rates and the barriers to capital flows will be discussed. Topics covered include: international capital markets; foreign exchange markets; arbitrage & parity conditions; exchange rate forecasting; government intervention; target zones; currency crises; foreign exchange rate exposure and hedging; currency derivatives; financial structure and cost of capital; international capital budgeting.

**Strategic Finance** **FIN P617**

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

**Financial Asset Valuation****FIN P618**

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

### **Advanced Financial Theory**

**FIN P619**

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

### **Stochastic Calculus and Optimal Control in Finance**

**FIN P663**

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

### **International Monetary Economics and Policy**

**FIN P625**

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

### **Real Estate Valuation**

**FIN P633**

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

### **Capital Markets**

**FIN P634**

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

### **Real Estate Portfolio Management**

**FIN P635**

Investment Analysis; Property Development Appraisal; Equity & Debt Financing; Commercial property Indices & Performance Analysis; Application of Modern Portfolio Theory to Real Estate; Sector, Regional & Economic Diversification; Real Estate Portfolio Management; Real Estate in Mixed Asset Portfolios; International Real Estate Investment; Property Companies, REITs; Mortgage Backed Security Markets.

### **Financial Research Methods**

**FIN P643**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

**Regulations, Corporate Governance and Ethics in Financial Services:****New Management Perspective****FIN P650**

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

**Entrepreneurial Finance****FIN P651**

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

**Finance Project****FIN P652**

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

**Contemporary Issues in Finance****FIN P653**

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

**Advanced Specialist Course in Finance****FIN P658**

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

**Time Series Econometrics****FIN P662**

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

**Student Research Seminar****FIN P664**

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

**Concepts in Industrial Relations and Human Resource  
Management****HRM P604**

This course aims to provide students with an understanding of main theoretical and conceptual frameworks for making sense of change and continuity in the employment relationship. To this end the course provides an understanding of the major perspectives

and debates spanning the theory and practice of industrial relations and human resource management.

### **Delivering HR Solutions**

**HRM P605**

This course critically assesses the various approaches to human resource management (HRM). It provides a forum for discussing current HRM issues and practice and for an examination of the broader context within which human resource decisions are made. A key theme in the course will be the interaction between HRM and the management of change. Organisations today face the challenges of innovation, continuous improvement, pressure on costs, rising customer demands, changing employee expectations, technological advances, increasing international dimensions and complex structures resulting from joint ventures and strategic alliances.

### **Conflict Resolution in Employment**

**HRM P606**

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

### **The Individual in Human Resource Management**

**HRM P607**

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

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

### **Managing Workplace Learning**

**HRM P608**

The objectives of this course are (i) to understand the strategic importance of workplace learning; (ii) to identify the key learning issues facing organisations; and (iii) to understand the ingredients of effective and efficient learning processes.

**Employment Law****HRM P609**

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

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

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

**HRM in the New Europe****HRM P610**

This course explores the consequences of 'globalisation' for European capitalism – in its various forms – and industrial relations systems. A key question is whether European systems are converging on an Anglo-Saxon pattern. Particular attention is paid to the policies and strategies of multinational companies, for example, in respect of their investment and divestment decisions, the influence of their 'country-of-origin', their strategy and structure, the management of their subsidiaries, employee participation, and pay determination.

**Managing Diversity and Gender at Work****HRM P612**

This course aims to equip students with some understanding of the dynamics of diversity among employees, but with a key focus on gender relations in employment. A further aim is to examine the origins and theories of inequality in employment, and the mechanisms for tackling these inequalities.

**Employment Relations in Ireland****HRM P614**

This course examines the influence of the new competitive and commercial environment on a series of key areas of Irish employment relations, as well as debates that have ensued as academic commentators have sought to portray and interpret the effects of new pressures on employers, employees, trade unions and on the postures and policies of the State.

**Conducting and Evaluating Research in HRM****HRM P623**

This course aims to give students an appreciation of the range of available approaches to undertaking research and equip them with the skills necessary to interpret a variety of business and organisational data.

**Competitive Advantage Through People****HRM P637**

In examining the links between HRM and business strategy this course will address issues such as: the diverse conceptions of business strategy; debates about the link between HRM and organisational performance; the role played by the HR function in meeting the needs of key stakeholders and building business support for HRM.

**Work and Employment in the Global Economy**

**HRM P638**

This course will provide the student with a critical understanding of ongoing change in work and employment in the global economy, and its practical significance for the future of work and employment relations.

**Developing HRM Competencies**

**HRM P639**

This subject enables students to develop the skills associated with the application of HR policy in the workplace. The course will provide students with an opportunity to develop competencies in areas such as: selection interviewing, performance management, grievance handling, the development and dissemination of HR policies, and the administration of personnel systems.

**HRM and New Public Management**

**HRM P640**

This course examines the changes that have taken place in approaches to human resource management in the wider context of new public management innovations. Innovations in human resource strategies, voice arrangements, pay determination and human resource flows are among the issues examined.

**Developments in HRM**

**HRM P641**

The objective of this course is to give participants an opportunity to examine innovative developments in HR policy and practice.

**Advanced Specialist Course in HRM**

**HRM P632**

This subject will be taught by visiting academics and topics taught will vary from year depending on the academic's field expertise.

**HRM Project**      **HRM P635**

**HRM Research Essay**

**HRM P636**

**Contemporary Issues in HRM**

**HRM P642**

This course will cover major issues in contemporary HRM. The course may focus on HRM in a specific region or regions of the global economy.

**Management Information Systems Framework**

**MIS P604**

This course examines the basic theoretical and application frameworks associated with the generic area of management information systems (MIS). We include in this conceptualisation, strategic planning, implementation and evaluation of MIS in business organisations. Attention will also be given to new information technologies and their implications for effective management of a business.

**Management Support Systems**

**MIS P605**

This course studies the range of information systems needed to provide support for management in decision-making, planning and control. The starting point, therefore, is the set of potential managerial problems and opportunities, and the associated information requirements. Organisational diagnostics are considered for problem/opportunity identification. Solution approaches are developed and used as the basis for describing the structure, characteristics and management of generic categories of systems such as

Decision Support Systems (DSS), Executive Information Systems (EIS) and Expert Systems (ES). The management implications of knowledge-based systems will be covered, and students will be asked to develop an application through an Expert System shell.

**Information Requirements and Databases****MIS P606**

The effectiveness of corporate information systems is dependent on the design of appropriate structures to store corporate data and information. It is essential to have in place systems to support the effective management and strategic use of corporate databases. This course deals with the theoretical foundation of database development, starting with conceptual data modelling. Logical and physical design issues are also covered, and students are required to complete a significant project in a relational database environment. Current trends and likely future developments in the area of database management systems are also addressed.

**Fundamentals of Electronic Business****MIS P607**

The Internet offers the potential to dramatically alter the way we transact goods and services. This course is designed to provide participants with a detailed knowledge of the concepts and specific skills related to electronic commerce, as well as an understanding of related concepts, technologies and applications. The course combines a technical foundation with a critical evaluation of electronic commerce strategies. Beginning with a review of the critical information technology trajectories that provide a basis for electronic commerce, the course proceeds to examine the application and consequences of these information technologies to different commercial processes. Finally, the course will consider the economics of electronic commerce and the implications of electronic commerce on different industry sectors. Various industry experts will participate as guest speakers throughout the course.

**Information Economics****MIS P609**

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

**Managing Implementation and ICT-enabled Change****MIS P610**

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

**Electronic Business Infrastructure and Systems Development****MIS P623**

This course will provide an overview of the technologies that underlie electronic commerce. Topics covered will include networking and communications technologies, web

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

### **Information, IT and Organisation**

**MIS P624**

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

### **Managing eBusiness Strategy and Operations**

**MIS P625**

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

### **Research Methods - eBusiness**

**MIS P631**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Research Methods – Information Systems**

**MIS P632**

The general objective of this course is to introduce students to methods of research. The specific objectives are 1) to ensure that students acquire some practical research skills, 2) to help students understand the principles of research and 3) to enable students to link the research process with theories of their specialist MBS area.

### **Organisational Transformation for eBusiness**

**MIS P638**

This is a project-based course designed to explore the implications of eBusiness for hitherto traditional business organisations. Students will be required to combine in groups to develop best practices within and across functional areas to assist in the effective exploitation of eBusiness.



**Business Process Redesign****MIS P639**

Many organisations do not have a clear view of their business processes, yet they install systems containing assumptions about how a typical organisation of the same type functions. This course aims to build an understanding and develop skills to design and improve the process-oriented organisation, which is essential for systems analysts and management consultants alike. A methodology is presented for interviewing experts to build up a process model of a firm, which can then be refined, communicated and used as the core of systems designs. The course combines a theoretical framework with live interviewing of subjects, group collaboration on process analysis and modelling and the use of Computer Aided Software Engineering tools to map, model, simulate and optimise business processes.

**Information Technology Project Management****MIS P648**

This course addresses specific project management requirements with reference to IS IT projects. The main elements of IT project management are addressed, including project rationale, project scope, budgeting and scheduling issues, managing project risk, project quality management and managing organisational change, resistance and conflict. This course will have a substantial practical component.

**Strategic Information Management for Competitive Advantage****MIS P653**

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

**Software Applications Development****MIS P661**

The aim of this course is to provide students with the understanding and skills necessary for programming in order to develop MS-Windows applications using Visual Basic. Main topics covered include concepts of software development, the software development life cycle, SDLC alternatives, software tools, programming languages, and concepts of structured software application development. Students will design and implement MS-Windows software applications using Microsoft Visual Basic 6.0 and Access.

**International Marketing****MKT P603**

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

Topics covered: The strategies of the company in international markets; the decision to internationalise; emerging theories of international marketing; the role of international marketing in the firm and the strategic options for the firm in international markets; deciding which markets to enter (analysis of the environment and public policy,

understanding customers, markets and competitors); how the company enters international markets (expanding competitive alliances and foreign direct investment); developing the international marketing programme for consumer products, industrial products and services, and implementing and controlling the international marketing programme.

### **Business to Business Marketing**

**MKT P605**

This course provides participants with a comprehensive overview of the nature of relationship marketing in international business markets. The concept of relationship management as a process of managing interactions between firms is the central focus of attention. To this end, the interactive and network approaches to understanding international business markets are explored. Particular attention will be given to the management and development of relationships between customers, suppliers and distributors. Specifically the critical dimensions of product development, adoption and diffusion in business markets are investigated. In addition, the impact of technology on business relationships with particular emphasis on eBusiness in business markets and the management implications of manufacturing-marketing interface are considered. Consideration is given to the development of marketing strategy in a business-to-business context. Finally, as purchasing accounts for a substantial portion of the total costs of a firm, special emphasis will be given to the strategic role of the purchasing function.

### **Strategic Marketing**

**MKT P608**

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

### **Consumer and Buyer Behaviour**

**MKT P609**

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

### **Marketing Communications**

**MKT P611**

This course provides an in-depth review of the theory and practice in marketing communication, embracing advertising, sales promotion, direct marketing, internet advertising, sponsorship and public relations. Topics covered: The communication process; communication strategies in marketing; integrated marketing communications; advertising, planning and budgeting; media planning, scheduling and evaluation; message design and execution; advertising research as well as, theoretical and managerial principles in areas such as sales promotion, direct marketing, sponsorship internet advertising and public relations.

**Services Marketing****MKT P612**

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

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

**Market Research MKT P613**

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

**Marketing Project****MKT P634**

The marketing project will be based on a "live" case study for a real company and will address a major strategic problem/opportunity faced by the briefing company. The project provides students with a unique opportunity to reflect on various course materials provided in the MBS marketing programme – with particular emphasis on decision-making. The project will rely heavily on action learning (learning by doing and reflecting).

**Contemporary Issues in Marketing****MKT P635**

This course critically examines the theory and practice of marketing and its implications for both Irish and international organisations. Through a series of seminars, provided by the Department of Marketing staff, visiting academics and marketing practitioners, issues of contemporary interest will be explored. Students will also explore the origins of marketing and how these origins influence current marketing development.

**Culture and Marketing****MKT P638**

This course is designed to enable the participant to examine and develop marketing strategies encompassing cultural considerations that arise for manufacturing and services firms, irrespective of size and ownership structure, in the development of business and marketing strategies. The principle objective of the course is to evaluate and integrate the concept of culture into marketing for the firm that serves myriad international markets.

**Brand Management****MKT P649**

This course is concerned with the main challenges facing the brand manager. Amongst others, the course is focused on topics such as developing and launching a new brand, brand strategy development, building brand image, brand positioning and values, brand architecture, brand equity, brand extension and co-branding.

**Marketing Finance**

**MKT P650**

There is an increasing requirement for marketing practitioners to possess a strategic appreciation of the financial implications of the marketing action. This course sets out to provide students with a fundamental knowledge of the major principles and tools of cost accounting and their application in marketing planning and evaluation scenarios. Particular emphasis will be placed on the task of collating and recording costs incurred and the calculation of prices and the development of profitable product portfolios based on these measured expenses. The outcome of the course will be a deeper appreciation on the part of the students of the interaction between financial and marketing decisions.

**Advanced Specialist Course in Marketing**

**MKT P641**

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

**Advanced Specialist Course in Marketing 2**

**MKT P653**

**Advanced Specialist Course in Marketing 3**

**MKT P654**

**Advanced Specialist Course in Marketing 4**

**MKT P655**

## **Degree of Master of Commerce (MComm)**

**(COMRF0051) (COMRP0022)**

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

A candidate shall be eligible to obtain the Degree of Master of Commerce (MComm) after the expiration of one complete academic year of full-time studies or two academic years of part-time study.

To fulfil the conditions for the Degree, a candidate:

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

## **Degree of Master of Economic Science (MEconSc)**

**(COMXF0006)**

### **Entry Requirements**

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

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

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

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### **MEconSc in Economics**

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

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

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

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### **MEconSc in European Studies**

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

## Degree of Master of Science – Mode C (MSc)

*Telephone Enquiries may be addressed to the Administrative Assistant, Distance Learning Unit at tel. no: +353-1-716 4822*

### Regulations

1. The Degree of Master of Science (Mode C) is a degree in UCD School of Business. The degree may be taken in any one of ten specialisms – Finance, Marketing, Human Resource Management, Information Technology, Project Management, Management, Entrepreneurship, Logistics and Supply Chain Management, Health Services Management and Management Consultancy. This programme is taught in China and Singapore.
2. The structure of the course comprises four generic or core subjects, which must be taken by all participants, and four specialist subjects in accordance with the appropriate specialist stream.
3. Within each subject of the programme there is a substantial project or applied research component in addition to the regular examination requirements.
4. Entry to the programme is subject to acceptance by UCD School of Business and is restricted to candidates who possess (a) a University degree or (b) a professional qualification acceptable to UCD School of Business.  
  
In exceptional circumstances, candidates who provide evidence of significant managerial experience, or who hold qualifications deemed equivalent to a University degree or a recognised professional qualification, may be admitted to the programme.
5. The honours standard in each course shall be in accordance with University regulations.

Summary of Courses

Hong Kong		Singapore	
<b>Core Courses</b>			
BMGT P946	Organisational Behaviour	BMGT P947	Organisational Behaviour
BMGT P948	Strategic Management and Business Policy	BMGT P949	Strategic Management and Business Policy
FIN P919	Corporate Financial Management	FIN P920	Corporate Financial Management
MKT P933	Marketing Management	MKT P934	Marketing Management
<b>Hong Kong</b>		<b>Singapore</b>	
<b>Finance Specialist Courses</b>			
FIN P921	International Finance	FIN P925	International Finance
FIN P922	Treasury Management	FIN P926	Treasury Management
FIN P923	Investment Management	FIN P927	Investment Management
FIN P924	Strategic Financial Planning	FIN P928	Strategic Financial Planning
<b>Marketing Specialist Courses</b>			
MKT P935	Advertising and Communications	MKT P939	Advertising and Communications
MKT P936	International Business-to-Business Marketing	MKT P940	International Business-to-Business Marketing
MKT P937	Marketing Research	MKT P941	Marketing Research
MKT P938	International Marketing Strategy	MKT P942	International Marketing Strategy
<b>Human Resource Management Specialist Courses</b>			
<i>Four courses from the following list will be offered</i>			
HRM P918	Delivering Human Resource Solutions	HRM P922	Delivering Human Resource Solutions
HRM P919	Managing Workplace Learning	HRM P923	Managing Workplace Learning
HRM P935	Work and Employment in the Global Economy	HRM P937	Work and Employment in the Global Economy
HRM P936	Contemporary Issues in HRM	HRM P938	Contemporary Issues in HRM
HRM P939	Developing HRM Competencies	HRM P943	Developing HRM Competencies
HRM P940	HRM and New Public Management	HRM P944	HRM and New Public Management
HRM P941	Conflict Resolution in Employment	HRM P945	Conflict Resolution in Employment
HRM P942	Developments in HRM	HRM P946	Developments in HRM
<b>Information Technology Specialist courses</b>			
MIS P916	Database and Information Resource Management	MIS P920	Database and Information Resource Management
MIS P917	Decision Support and Expert Systems	MIS P921	Decision Support and Expert Systems
MIS P918	Electronic Commerce on the Internet	MIS P922	Electronic Commerce on the Internet
MIS P919	Strategic Information Management for Competitive Advantage	MIS P923	Strategic Information Management for Competitive Advantage
<b>Project Management Specialist Courses</b>			
BMGT P957	Project Feasibility and Evaluation	BMGT P959	Project Feasibility and Evaluation
BMGT P958	Project Planning and Control	BMGT P960	Project Planning and Control
BMGT P998	Project Management Tools and Techniques	BMGT P999	Project Management Tools and Techniques
BMGT P356	Managing and Leading Project Teams	BMGT P357	Managing and Leading Project Teams
<b>Management Specialist Courses</b>			
BMGT P983	International Business Management	BMGT P984	International Business Management
BMGT P985	Strategic Information Management for Competitive Advantage	BMGT P986	Strategic Information Management for Competitive Advantage
BMGT P987	Managing Change	BMGT P988	Managing Change
BMGT P989	Management of Entrepreneurial and Small Business Organisations	BMGT P990	Management of Entrepreneurial and Small Business Organisations
<b>Entrepreneurship Specialist Courses</b>			
BMGT P358	Entrepreneurial Management	BMGT P361	Entrepreneurial Management
BMGT P359	Business Plan Project (project)	BMGT P362	Business Plan Project (project)



## Commerce (Postgraduate Programmes)

FIN P947	The Financing of New Ventures	FIN P948	The Financing of New Ventures
BMGT P360	Managing Growth	BMGT P363	Managing Growth
<b>Logistics and Supply Chain Management Specialist Courses</b>			
BMGT P364	Business Logistics	BMGT P368	Business Logistics
BMGT P365	Supply Chain Management	BMGT P369	Supply Chain Management
BMGT P366	Operations Strategy	BMGT P370	Operations Strategy
BMGT P367	Quality Management	BMGT P371	Quality Management
<b>Health Services Management Specialist Courses</b>			
BMGT P372	Health Services Policy and Planning	BMGT P375	Health Services Policy and Planning
ECON P340	Health Economics	ECON P341	Health Economics
BMGT P373	Operations Management	BMGT P376	Operations Management
BMGT P374	Quality Management in Health Service Organisations	BMGT P377	Quality Management in Health Service Organisations
<b>Management Consultancy Specialist Courses</b>			
BMGT P378	Management Consulting Principles, Strategies and Systems	BMGT P382	Management Consulting Principles, Strategies and Systems
BMGT P379	Diagnostic Techniques in Consulting	BMGT P383	Diagnostic Techniques in Consulting
BMGT P380	Consulting Process Management	BMGT P384	Consulting Process Management
BMGT P381	Project Management	BMGT P385	Project Management

## Core Courses

### Organisational Behaviour

**BMGT P946/947**

Individual and group behaviour: Theories of motivation; attitudes and job satisfaction; designing reward systems; nature and origin of job design theories; job restructuring; work organisation; human abilities and aptitudes; group formation and development; group performance and decision making power; inter-group behaviour and managing conflict; leadership theories; power and politics. Cognitive processes in management; decision-making; communication; judgement; and person perception.

### Strategic Management and Business Policy

**BMGT P948/949**

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

### Corporate Financial Management

**FIN P919/920**

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

### Marketing Management

**MKT P933/934**

Formation of marketing strategy, market segmentation, the selection of product markets and the management of product portfolios. The course is based on seminars and case studies and requires the students to develop a high level of skill in the analysis of interdependent variables and in decision-making in conditions of high uncertainty.

## Finance Specialist Courses

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### **International Finance**

**FIN P921/925**

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

### **Treasury Management**

**FIN P922/926**

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

### **Investment Management**

**FIN P923/927**

Modern portfolio theory; asset pricing models; portfolio performance evaluation; applied asset allocation; equity portfolio management; fixed-income; portfolio management; international portfolio management; value-at-risk; applied derivative and risk management strategies.

### **Strategic Financial Planning**

**FIN P924/928**

Financial structure and product market competition, financial distress and reorganisation, corporate restructuring, the value of corporate-level strategy, strategic risk assessment and performance measurement.

## Marketing Specialist Courses

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### **Advertising and Communications**

**MKT P935/939**

The communication process; communication strategies in marketing; advertising planning and budgeting; media planning; scheduling and evaluation; message design and execution; advertising research; sales promotion theory and practice; public relations theory and practice.

### **International Business-to-Business Marketing**

**MKT P936/940**

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

### **Marketing Research**

**MKT P937/941**

Quantitative and qualitative approaches to research; multivariate data analysis; reliability and validity in measurement; survey research; questionnaire design; sampling; attitude scales; case study research; focus group research; new product development and testing; advertising research and corporate image research.

**International Marketing Strategy****MKT P938/942**

Strategies of the company in international markets; the decision to internationalise; emerging theories of international marketing; the role of international marketing in the firm and the strategic options for the firm in international markets; deciding which markets to enter; how the company enters international markets; developing the international marketing programme for consumer products, industrial products and services, and implementing and controlling the international marketing programmes.

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**Human Resource Management Specialist Courses****Delivering Human Resource Solutions****HRM P918/922**

This course critically assesses the various approaches to human resource management (HRM). It provides a forum for discussing current HRM issues and practice and for an examination of the broader context within which human resource decisions are made. A key theme in the course will be the interaction between HRM and the management of change. Organisations today face the challenges of innovation, continuous improvement, pressure on costs, rising customer demands, changing employee expectations, technological advances, increasing international dimensions and complex structures resulting from joint ventures and strategic alliances.

**Managing Workplace Learning****HRM P919/923**

The objectives of this course are (i) to understand the strategic importance of workplace learning; (ii) to identify the key learning issues facing organisations; and (iii) to understand the ingredients of effective and efficient learning processes.

**Work and Employment in the Global Economy****HRM P935/937**

This course will provide the student with a critical understanding of ongoing change in work and employment in the global economy, and its practical significance for the future of work and employment relations.

**Contemporary Issues in HRM****HRM P936/938**

This course will cover major issues in contemporary HRM. The course may focus on HRM in a specific region or regions of the global economy.

**Developing HRM Competencies****HRM P939/943**

This subject enables students to develop the skills associated with the application of HR policy in the workplace. The course will provide students with an opportunity to develop competencies in areas such as: selection interviewing, performance management, grievance handling, the development and dissemination of HR policies, and the administration of personnel systems.

**HRM and New Public Management****HRM P940/944**

This course examines the changes that have taken place in approaches to human resource management in the wider context of new public management innovations. Innovations in human resource strategies, voice arrangements, pay determination and human resource flows are among the issues examined.

**Conflict Resolution in Employment**

**HRM P941/945**

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

**Developments in HRM**

**HRM P942/946**

The objective of this course is to give participants an opportunity to examine innovative developments in HR policy and practice.

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**Information Technology Specialist Courses**

**Database and Information Resource Management**

**MIS P916/920**

This course focuses on the identification of management information requirements and the satisfaction of those requirements in a database environment. Structured approaches to the information requirements analysis problem will be considered and evaluated.

**Decision Support and Expert Systems**

**MIS P917/921**

Range of information systems needed to provide support for management decision-making, planning and control. Potential managerial problems and opportunities. Organisational diagnostics for problem/opportunity identification. Structure, characteristics and management of generic categories of systems such as Decision Support systems (DSS), Executive Information systems (EIS) and Expert Systems (ES). The management implications of knowledge-based systems.

**Electronic Commerce on the Internet**

**MIS P918/922**

Concepts and specific skills related to electronic commerce. Review of the critical information technology trajectories that provide a basis for electronic commerce. Application and consequences of these information technologies. Economics and implications of eCommerce on different industry sectors.

**Strategic Information Management for Competitive Advantage** **MIS P919/923**

This course examines the role of information technology in leading and supporting strategic initiatives and focuses on the economic and competitive implications of strategic information systems. The role of information systems in the global competitive environment will be of central interest.

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**Project Management Specialist Courses**

**Project Feasibility and Evaluation**

**BMGT P957/959**

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

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

**Project Planning and Control****BMGT P958/960**

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

**Project Management Tools and Techniques****BMGT P998/999**

Risk management in projects; risk analysis techniques; risk reduction processes; the role of quality in project management; quality tools and techniques; design of quality systems; international quality standards; managing client expectation and satisfaction; purchasing and procurement; managing business-to-business relationships; legal issues in procurement; IT tools in project management; application software.

**Managing and Leading Project Teams****BMGT P356/357**

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

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**Management Specialist Courses****International Business Management****BMGT P983/984**

Theory and practice of international business management. Factors which drive internationalisation. Theoretical developments are also evaluated for their relevance for the international manager. Key management issues and techniques related to international business. Economic variables that influence a firm's competitiveness internationally. Role of culture, sourcing international managers, doing business in specific regions – Pacific Rim, Eastern Europe, Latin America etc., research and development for the international firm.

### **Strategic Information Management for Competitive**

#### **Advantage**

**BMGT P985/986**

This course examines the role of information technology in leading and supporting strategic initiatives and focuses on the economic and competitive implications of strategic information systems. The role of information systems in the global competitive environment will be of central interest.

### **Managing Change BMGT P987/988**

The changing nature of the corporate environment. Flexibility and uncertainty. Unplanned change. Models and processes of planned change. Emergent models. Open systems theory. The change agent. The diagnostic process. Change interventions. Implementing planned change: power, politics and resistance. Organisational transformation and strategic change. Evolution or revolution. Processes of managing and implementing strategic change. Empowerment and the dilemma of participation. The future of work. The learning organisation and organisational change.

### **Management of Entrepreneurial and Small Business Organisations**

**BMGT P989/990**

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

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## **Entrepreneurship Specialist Courses**

### **Entrepreneurial Management**

**BMGT P358/361**

Nature of Entrepreneurship and its importance in an economy. 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.

### **Business Plan Project (project)**

**BMGT P359/362**

This is a project-based course. Students will be required to develop and implement a business plan.

### **The Financing of New Ventures**

**FIN P947/948**

Approaches to identifying the amount of finance needed to start different types of businesses. Company valuations and the valuation of IP and technology. Sources of finance available with particular emphasis on informal venture capital from specialist VC firms. Negotiating with suppliers of finance and the structuring of deals.

### **Managing Growth BMGT P360/363**

Managing the growth process in new high potential firms. Identification of the opportunity for growth, discusses alternative paths to growth, the importance of having a good

business model, crossing the chasm, going international, building the management team and internal capabilities and financing growth. Importance of acquisitions, joint ventures, and partnership agreements in achieving growth.

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**Logistics and Supply Chain Management Specialist Courses**

**Business Logistics**

**BMGT P364/368**

Industrial dynamics; the nature of and structure of facility location decisions; storage/warehousing/inventory management; role of information communications technologies in supply chain optimisation; strategies of firms competing in design and management of inter-firm and intra-firm networks; issues in managing the virtual organisation; the management of closed loop logistics systems in the context of materials recycling for environmental and other reasons; contemporary issues.

**Supply Chain Management**

**BMGT P365/369**

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

**Operations Strategy**

**BMGT P366/370**

How should a firm satisfy the requirements of its customers? What capabilities should it develop? How specialised should its activities become? Should it sacrifice some of its objectives in order to excel at others? How much capacity should it plan for? Location of resources. Development of relationships with other organisations. Technology. Development of new products and services. Improvement of resources and processes. Theoretical frameworks underpinning operations strategy.

**Quality Management**

**BMGT P367/371**

Strategic importance of quality management as a competitive weapon for organisations in the manufacturing and service sectors. Key cutting-edge concepts and practices of quality management. Current trends in the application of quality management. A sample of topics covered include: approaches and philosophies in quality management; managing quality in product and process design; frameworks for managing quality; and process management and continuous improvement.

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**Health Services Management Specialist Courses**

**Health Services Policy and Planning**

**BMGT P372/375**

Introduction to Policy Making and Planning in the Health Service; Methods of Health Service Planning; The Organisation and Financing of the Health Care System; The Development and Implementation of the Healthcare Strategy; Planning of services for primary and secondary health care; Role of International Healthcare Organisations.

**Health Economics**

**ECON P340/341**

Introduction to basic economic principles and their application in the health care context; The supply and Demand for healthcare; The production of healthcare under market and other organisational arrangements; Measurement of costs and benefits and the value of life; Economic evaluation: cost benefit and cost effectiveness analysis.

**Operations Management**

**BMGT P373/376**

Design and Planning of Service Products; Forecasting service demand; Process Planning and Design; Facilities Management including issues of capacity, utilisation and scheduling; Materials Management including purchasing and inventory management; and, Quality Assurance.

**Quality Management in Health Service Organisations**

**BMGT P374/377**

Defining quality in healthcare; Difference between quality assurance and continuous quality improvement; Methods of measuring/assessing quality in healthcare; Critical success factors for implementing a continuous quality improvement programme; and, The Economics of quality improvement programmes.

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**Management Consultancy Specialist Courses**

**Management Consulting Principles, Strategies and Systems** **BMGT P378/382**

Background to the evolution of the sector, the main management consultancy disciplines, the relationship between knowledge and skills consultancy, and the principles, procedures and practices used in the industry. Methodologies for planning and implementing management consultancy assignments, from the initial entry stage through implementation, for both public and private sector institutions and enterprises.

**Diagnostic Techniques in Consulting**

**BMGT P379/383**

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

**Consulting Process Management**

**BMGT P380/384**

The management of the client-consultant relationship plays a key role in the successful outcome of a consulting engagement. In understanding the dynamics of that relationship, one must concentrate on the personalised, relational field that develops between the consultant and the client. This course seeks to illustrate how excellence in relationships can add value and quality to consultancy assignments.

**Project Management**

**BMGT P381/385**

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.



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

**(COMRP0020)**

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

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

- (a) a university degree, or
- (b) a professional qualification acceptable to UCD School of Business.

Candidates who have passed the Advanced Management Diploma at levels deemed acceptable to UCD School of Business may also be accepted.

## **Degree of Master of Science (Marketing Practice) (MSc)**

**(COMXF0021) (COMXF0037)**

*(Higher Diploma in Marketing Practice (HDipMktgPrce))*

### **Course Description**

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

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

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### **Course Syllabus**

#### **Courses of Study**

- MKT P949 Managing Marketing
- MKT P950 Contemporary Marketing Strategy
- MKT P960 Strategic Marketing Immersion

#### **Additional Components**

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

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

#### **Managing Marketing**

**MKT P949**

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

#### **Contemporary Marketing Strategy**

**MKT P950**

This course examines issues of emerging concern to marketing practitioners and academics. Normally the course will consist of three to four modules, each dealing in

significant academic and practical detail with forces likely to shape the future practice of marketing. These may include topics such as technological advance, cultural change or new techniques in market measurement and forecasting.

**Strategic Marketing Immersion****MKT P960**

The course seeks to provide students with marketing tools and skills that will be directly transferable to a professional working environment. These skills will be taught using a variety of methods including case studies, company visits and workshops. The emphasis will be on dealing with marketing problems currently being faced by global businesses.

**Applied Marketing Projects****MKT P915**

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

**Professional Development****MKT P951**

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

**Minor Dissertation****MKT P952**

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

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**Course Structure and Examination Requirements**

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

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

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

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**Entry Requirements**

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

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

### **Application Procedure**

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

Further programme and application details are available from:

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

## Degree of Master of Science (Quantitative Finance) (MSc)

COMXF0048

### Programme Objectives

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

### Programme Structure

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

Students take fifteen core courses and three electives (students with a very strong accounting background can replace the core course FIN P640 Financial Statement Analysis with an elective, with special permission from the Programme Director).

**The core courses are the following:**

FIN P665	Business Research Methods (Financial Econometrics) <b>or</b>
STAT P491	Applied Probability and Statistics
FIN P667	Time Series Econometrics
FIN P668	Capital Markets
FIN P669	Financial Theory
FIN P670	Derivative Securities
FIN P671	Fixed Income Securities
MATH P356	Quantitative Methods
FIN P673	Stochastic Calculus and Optimal Control in Finance
FIN P674	Introduction to Numerical Methods in Finance
FIN P675	Corporate Financial Management
FIN P676	Advanced Financial Theory
FIN P677	Financial Asset Valuation
FIN P678	Applied Portfolio Management
FIN P679	Student Research Seminar
ACC P640	Financial Statement Analysis

**The three electives are taken from the following list or other course with permission of the Programme Director:**

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

**Entry Standards**

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

**Business Research Methods****FIN P665**

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

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

**Applied Probability and Statistics****STAT P491**

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

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

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

**Time Series Econometrics****FIN P667**

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

**Capital Markets****FIN P668**

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

### **Financial Theory**

**FIN P669**

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

### **Derivative Securities**

**FIN P670**

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

### **Fixed Income Securities**

**FIN P671**

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

### **Quantitative Methods**

**MATH P356**

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

### **Stochastic Calculus and Optimal Control in Finance**

**FIN P673**

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

### **Introduction to Numerical Methods in Finance**

**FIN P674**

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

### **Corporate Financial Management**

**FIN P675**

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



**Advanced Financial Theory****FIN P676**

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

**Financial Asset Valuation****FIN P677**

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

**Applied Portfolio Management****FIN P678**

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

**Student Research Seminar****FIN P679**

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

**Financial Statement Analysis****ACC P640**

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

**Simulation Modelling and Analysis****MAPH P319**

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

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

Experimental design, sensitivity analysis and optimisation. Comparison of process-based and event-based simulation.

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

### **Software and Numerical Applications**

**MIS P613**

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

It covers the following topics: machine number representation; machine arithmetic and error; introduction to data structures. Object oriented programming and its use in numerical applications. Implementation of steepest descent and fixed point algorithms. Sparse matrix representation and implementation of matrix operations; scaling for numerical stability.

### **Financial Engineering/Treasury Management**

**FIN P683**

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

### **International Financial Management**

**FIN P684**

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

### **International Monetary Economics and Policy**

**FIN P685**

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

### **Real Estate Modelling & Forecasting**

**FIN P686**

Real Estate and the Capital Markets; Real Estate Cycles; Commercial and Residential Price Indices and Construction and Estimation Methods, Equilibrium Housing Models; Cyclical Behaviour of Housing; Real Estate Cycles; Rent Adjustment Models; Simultaneous Equation Models; Real Estate Bubbles; Time-Series Forecasting; Reduced-Form OLS Models; ARIMA Models; Vector Autoregression; Combination Forecasts; Multi-Step Estimation, Forecast Accuracy; the Application of Real Options in a Real Estate Context.

**Strategic Finance FIN P687**

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

**Advanced Specialist Course in Finance****FIN P688**

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

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

**(IFMXP00012)**

### **Course Description**

The MSc in Technology Management is a collaboration between the Faculties of Commerce and of Engineering & Architecture. It is designed for graduates who are responsible, or who will soon become responsible, for managing technological innovation, or who work in companies driven by technology.

The management of technological innovation involves putting in place and operating the strategies, structures, staffing and systems needed for the effective development and commercialisation of products and services, together with their associated production processes and delivery systems; and for the acquisition, development and timely embodiment of their constituent technologies and supporting knowledge bases. The degree courses will provide a comprehensive coverage of these topics.

### **Admission Requirements**

A candidate for admission must hold a degree deemed appropriate by the Board of Studies, or must fulfil the conditions described below. A suitable candidate who is not a graduate, but who is a corporate member of the Institution of Engineers of Ireland, or of a similar professional institution, may be eligible for consideration for admission. A candidate must normally have a minimum of three years' relevant work experience in a business/industrial organisation.

An applicant whose qualification is not in engineering or science will have to satisfy the Board of Studies of his or her suitability for the programme by virtue of their work experience and by meeting such other criteria as the Board may specify.

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

Suitably qualified candidates who reach honours standard in the Higher Diploma in Technology Management may petition the Board of Studies to be admitted to the MSc (Technology Management) degree, with exemption on a subject-by-subject basis.

### **Course Structure and Examination Requirements**

The course is on a part-time basis. The current delivery mode starts in September, with classes on Friday afternoon and Saturday morning. It is designed to be completed in two years, five subjects from the following list in each half-year, with a major project in the second year. (An alternative additional mode may be initiated, with classes on three days per month with electronic learning support between classes.) The degree must be completed within four years of first registering.

**Examinations**

Examinations are held in December and May, and the subjects examined are those covered in the previous half-year. Candidates are required to submit a report on a project, undertaken during their second year, before completing their degree. The degree awarded is determined from the composite grade for the written examination in both years and the project report.

**Application Procedure**

Applications for admission should be made to the

Programme Director, MSc (Technology Management),  
University College Dublin,  
The Michael Smurfit Graduate School of Business,  
Blackrock, Co Dublin, Ireland.

Telephone: +353-1-716 8012

Fax: +353-1-716 8030

Email: [nitm@ucd.ie](mailto:nitm@ucd.ie)

Website: [www.ucd.ie/nitm](http://www.ucd.ie/nitm)

Applications should be received not later than July 25, for admission in September.

**Course Content**

The subjects offered will be selected from the following list:

Management Accounting	ACC P621
Organisation and Innovation I	BMGT P640
Business Strategy	BMGT P641
Organisation and Innovation II	BMGT P642
Marketing New Products	BMGT P643
Technology Strategy	BMGT P644
Supply Network Strategy	BMGT P645
Intellectual Asset Management	BMGT P646
Development Planning and Productivity	BMGT P430
Development Portfolio Management	BMGT P647
Development Project Management	BMGT P648
Technology Policy	BMGT P649
New Business Development	BMGT P651
Managing Technological Innovation	BMGT P738
Organisational Change	BMGT P739
Issues in Technology Management	BMGTP429
Business Economics	ECON P200
Finance	FIN P623
Product Design and Development	MEEN P007
Supply Chain Design	MEEN P002
Emerging Technologies	MEEN P003
Quantitative Methods for Management	MEEN P004
Modern Manufacturing Processes	MEEN P006

Management Information Systems	MIS P622
eBusiness and Organisational Transformation	MIS P642
Management Support Systems	MIS P643
Supply Chain Modelling	MIS P657
Business-to-Business Marketing	MKT P648

**Year 2:**

Major Project	BMGT P652
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**Course Syllabus**

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

## **Degree of Master of Science (Risk Management) (MSc)**

**(TBA)**

### **Programme Objectives**

The Executive Masters in Risk Management (ExMRM), a Master of Science degree programme, is a two-year part-time programme designed for practicing risk-management professionals in the banking industry. The ExMRM offers an up-to-date curriculum in both the conceptual foundations and a comprehensive set of immediately applicable practical skills of financial risk management that is tailored specifically for banks and financial institutions. The programme is geared towards career advancement within banking firms by emphasising the enterprise-wide perspective of risk management and by involving students in risk management professional networks.

### **Programme Structure**

The ExMRM consists of a combination of semester-long courses and short intensive modules. The programme structure accommodates the varying intellectual demands of the courses and the demanding schedules of working risk professionals.

The programme spans four semesters over two years. Each semester-long course entails one three-hour lecture per week. Except for courses designated as project-based courses, examinations are set for each course at the end of the semester in which the course is taught. The modular courses are delivered in an intensive format of approximately 15 hours over the course of one week. Exams for non-project-based modular courses are set within one month after the end of the course.

Students take six full-semester courses and eight modules. Each semester-long course counts for 100 marks and each module counts for 50 marks, for a total of 1000 marks required for the degree. Students are expected to complete all requirements by the end of the fourth semester.

#### **The six semester-long courses are:**

- FIN P950 Quantitative Methods for Risk Management I
- FIN P951 Quantitative Methods for Risk Management II
- FIN P952 Derivative Securities in Risk Management
- FIN P953 Financial Risk Theory
- FIN P954 Fixed Income and Default Models
- FIN P955 Financial Engineering for Risk Management

#### **The eight intensive modular courses are:**

- ACC P929 Accounting and Reporting Requirements for Derivatives
- FIN P957 Market Risk Management
- FIN P958 Regulation, Organisational Design, and Governance
- FIN P959 Credit Risk Management
- FIN P960 Operational Risk Management
- FIN P961 Enterprise-Wide Integrated Risk Management
- FIN P962 Bank Asset and Liability Management
- MIS P943 Management Information Systems for Risk Management

### Entry Standards

Applicants are expected to have a Bachelors degree, from an approved university or third level institution. They should be working for a financial institution in an area related to risk management. While classes are not scheduled during normal daytime working hours, financial professionals are often expected to work longer days. Thus prospective students must be confident that the demands of the ExMRM do not conflict with the demands of their employers, and in particular that their work schedules will allow attendance at almost all lectures.

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### Course Descriptions

#### Quantitative Methods for Risk Management I

**FIN P950**

This course is an elementary yet modern introduction to probability theory with an emphasis on those aspects related to derivative security pricing and risk management. The probability distributions and stochastic processes that are common in financial risk modelling are covered and illustrated with Monte Carlo simulations. Measure theoretic terminology is introduced in the context of simple binomial trees that are also used to introduce the no-arbitrage approach to derivative pricing and the concomitant notions of risk-neutral probabilities and the pricing kernel. The essential elements of continuous-time stochastic calculus are explained, and Ito's lemma is used to derive the Black-Scholes partial differential equation. The course finishes with a quick overview of the use of Monte Carlo simulations and finite difference methods for derivative pricing.

#### Quantitative Methods for Risk Management II

**FIN P951**

The objective of this course is to develop an understanding of the application of probability and statistics to problems in risk management for financial firms. The goal of the course is to survey a large number of topics, with an expectation that students will achieve an intuitive familiarity with the concepts and terminology rather than an expert adeptness in any specific methodology. Topics include foundations of statistics, approaches to estimation, criteria for estimators, standard distributions, hypothesis testing, regression, goodness-of-fit, violations of the CLR assumptions, misspecification tests, time series models, ARMA models, vector autoregression (VAR) model, cointegration and error correction models, ARCH and GARCH models, forecasting, and nonparametric statistics. Methods of calculating Value at Risk (VaR), including extreme value theory, are explained and evaluated. Discriminant analysis and neural networks are used to estimate default probabilities. Practical examples and simulations will be used throughout to



motivate and illustrate the various statistical concepts, with particular attention given to the empirical properties of financial price series.

**Derivative Securities in Risk Management****FIN P952**

This course covers a wide range of derivative securities from plain vanilla to cutting edge exotic varieties, including both exchange traded and over-the-counter instruments. The no-arbitrage pricing methodology and the implied risk-neutral probability measures are emphasised. Option pricing under stochastic volatility is examined, revealing the role of the market price of risk. Hedging parameters and implied volatility surfaces are calculated. The use of derivatives in managing market risk and credit risk is explained and illustrated. Topics include arbitrage bounds for option pricing, optimal early exercise, hedging strategies and risk management, equity derivatives, foreign exchange derivatives, interest rate derivatives, credit derivatives, path-dependent derivatives, corporate securities as contingent claims, and real options.

**Financial Risk Theory****FIN P953**

The course begins with the analysis of investor preferences, including expected utility theory, measures of risk and risk aversion, stochastic dominance, prudence, time-consistency, and the Epstein-Zin approach. Elements of optimisation theory are then explained, including Lagrange multipliers and dynamic programming, and applied to portfolio optimisation. From that follows a review of portfolio theory, including mean-variance analysis, factor models, the Capital Asset Pricing Model (CAPM), and the Arbitrage Pricing Theory (APT). State-preference theory, the fundamental theorem of asset pricing, the expectation kernel, and the pricing kernel are explained and related to the risk-neutral derivative pricing methodology. Stochastic discount factors are also covered. Dynamic optimisation is applied to the problem of hedging stochastic opportunity sets and to the problem of strategic asset allocation in the context of lifecycle planning. The second part of the course is dedicated to information economics, including problems of asymmetric information, agency theory, contract theory, market microstructure, no-trade theorems, bubbles, herding behaviour, information cascades, market crashes, and bank runs. The role of expectations is highlighted, and learning models are compared to rational expectations equilibrium models.

**Fixed Income and Default Models****FIN P954**

The first part of this course examines fixed income securities and interest-rate derivative securities. After defining various yield concepts, naïve models of duration are derived and criticised. Arbitrage and equilibrium models of the stochastic behaviour of the term structure of interest rates are discussed. Term structure models that can be fit to market data, such as the Ho-Lee, Black-Derman-Toy, and Heath-Jarrow-Morton models, are demonstrated. Short-rate and multifactor term structure models are employed to price interest-rate derivative securities as well as to manage the risk of fixed income portfolios. Affine and quadratic term structure models are compared. The second part of the course concentrates on default prediction and the pricing of credit derivatives. Traditional models of default prediction are surveyed. Structural and reduced form models of default are explained and empirically compared with the traditional models. Models of default correlations, including the use of copulas, are introduced.

### **Financial Engineering for Risk Management**

**FIN P955**

This course looks at the design and use of innovative over-the-counter derivative securities, as well as strategies employing exchange-traded securities. The factors that determine the profitability and marketability of new products are explored. The risks inherent in modelling errors are estimated.

### **Accounting and Reporting Requirements for Derivatives**

**ACC P929**

(This is an intensive modular course that earns half the credits of a full semester course.) This course covers the current financial accounting and reporting requirements related to risk management activities, especially with respect to derivatives, securitisation, and special purpose vehicles. Particular emphasis is placed on the current trends in reporting requirements, likely changes in the near future, and the threats and opportunities inherent in those possible changes.

### **Market Risk Management**

**FIN P957**

(This is an intensive modular course that earns half the credits of a full semester course.) This course focuses on the how a bank should manage its trading book. Market risks for equities, interest rates, foreign exchange, commodities, and derivatives are identified, and empirical estimates of their magnitudes, temporal behaviour, and correlations are given. Other types of risk are also covered, such as emerging market risks, liquidity risk, model risk, execution risk, and tracking errors. Efficient diversification, the use of derivatives, and dynamic trading strategies are considered. Whereas the conceptual foundations for market risk management are emphasised in the concurrent full-semester course Financial Risk Theory, this course takes a much more applied approach by concentrating on the effective use of currently available commercial software and databases such as RiskMetrics.

### **Regulation, Organisational Design, and Governance**

**FIN P958**

(This is an intensive modular course that earns half the credits of a full semester course.) This course covers Central Bank regulations as well as the Basel I and Basel II accords, including the standards for the use of internal models for risk assessment. Organisational structures are analysed in terms of their effect on transparency and compliance, support for “mid-office” functions, and clearly defined objectives for hedging activities. Reputation risk and its potential costs in terms of shareholder value are discussed.

### **Credit Risk Management**

**FIN P959**

(This is an intensive modular course that earns half the credits of a full semester course.) Whereas the concurrent full-semester course Fixed Income and Default Models concentrates on the conceptual foundations of credit risk measurement, this course focuses more on the practical management of credit risk. It presents an up-to-date picture of the securities, software, and databases that a credit risk manager now has available, such as CreditMetrics, illustrates their uses, and assesses their strengths and weaknesses.

### **Operational Risk Management**

**FIN P960**

(This is an intensive modular course that earns half the credits of a full semester course.) Operational risks arise from unintentional human errors, fraud, inadequate systems for recording and reporting information, inadequate procedures for processing or reacting

to information, organisational dysfunctions related to lines of authority or priorities, inadequate or erroneous models for measuring risks, or information technology risk due to programming errors or system failures. This course assesses the financial implications of these risks, and approaches to effectively minimising them.

**Enterprise-Wide Integrated Risk Management****FIN P961**

(This is an intensive modular course that earns half the credits of a full semester course.) This course addresses all the risks facing a financial services firm. Issues include the measurement of firm-wide risk, the identification of those risks where the firm has a competitive advantage and those that the firm should hedge, the natural diversifications due to low or negative correlations between risks, the allocation of risk capital, and the implementation and evaluation of risk management systems.

**Bank Asset and Liability Management****FIN P962**

(This is an intensive modular course that earns half the credits of a full semester course.) This course considers models of bank liabilities, and relates the risks inherent in a bank's liabilities to its asset risk. A portfolio approach to the combination of assets and liabilities is taken in order to achieve an efficient diversification of risks.

**Management Information Systems for Risk Management****MIS P943**

(This is an intensive modular course that earns half the credits of a full semester course.) This course looks at the demands placed on a bank's information system for the purpose of risk management, the challenges involved in achieving an integrated information system, and the current state of the art in system design.

## **Degree of Master of Science (International Management) (MSc IM)**

**(COMXF0009)**

### **Programme Objectives**

The MSc in International Management (MSc IM) is designed for students who have completed a business and languages degree programme and who wish to further these elements at postgraduate level. It aims to develop graduates' business and language competencies for the world of International Business. The variety of learning activities (coursework, skills seminars, presentations, internship, and business research) will better prepare graduates to meet the demands of the competitive business world.

### **Programme Structure**

The MSc IM programme structure will mirror closely that of the Community of European Management Business Schools (CEMS) Masters in International Management (MIM)\*. It is a full time programme to be completed in three semesters. Semester one will be spent at UCD, semester two\*\* at a CEMS partner university. During semester three, students will complete an internship abroad and a master's dissertation. In addition, students must participate in skills seminars and engage in language development.

\* The Community of European Management Schools (CEMS) is an alliance of 17 leading European Business Schools. The CEMS Masters (MIM) is unique in that it builds a bridge between university education and the corporate world via the involvement in programme design and delivery by its corporate partners.

\*\* Second semester dates will vary across partner universities.

Each course unit represents two or three hours per week, over the semester. Examinations are taken at the end of each semester during which the course is taught.

The MSc IM will be awarded on the satisfactory completion of the following programme requirements:

	<b>Marks</b>	<b>Credits</b>
Research Methods	100	5
Blocked Seminar	100	5
5 CEMS Courses***	500	25
Business Project	200	10
Internship****		25
Dissertation	<u>400</u>	<u>20</u>
<b>Total</b>	<b>1,300</b>	<b>90</b>

In addition, students must also complete CEMS language examinations\*\*\*\*\* and hold a Certificate of Attendance for approved Skills Seminars.

A maximum of three of the courses may be project based.

\*\*\* Students must complete 3 CEMS Core Courses and 2 CEMS Electives. The four CEMS Core Courses on offer are detailed below. Details of the course requirements will be specified on a year to year basis for approval by UCD School of Business.

\*\*\*\* Students are obliged to complete a 10 week internship overseas. The Internship is completed on a Pass/Fail basis.

\*\*\*\*\* Language examinations are held twice each year in May and September. Each student is allowed three attempts only.

Students will commence the programme early September and will be expected to have completed all components by December of the following year. In addition to being awarded the MSc in International Management, on satisfactory completion of programme requirements, students will also be awarded the CEMS Masters in International management (MIM). To be eligible for the award of MSc in International management, students must have completed satisfactorily the CEMS MIS requirements.

### **Entry Standards**

To be admitted to the MSc IM students must have a minimum of an honours business (2.1) degree or a post graduate business qualification at honours level. They must also demonstrate a proficiency in three languages which must include at least two major languages (English, French, German, Italian and Spanish). The language proficiency of incoming students will be assessed formally if necessary. However, students who have completed their secondary schooling (and examinations) in a particular language or who have a language at degree level are eligible without formal assessment. Intending students must also attend for interview.

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## **Programme Courses**

### **Blocked Seminar BMGT P441**

This is an introductory course to the MSc in International Management and focuses on various issues in International Business. The design and delivery of the course offering is completed by individuals from CEMS school groups and led by a member of UCD School of Business. Students engage in a variety of assigned learning activities which are assessed using a variety of techniques – seminar presentations, case study analysis or business review.

### **Business Research Methods**

### **BMGT P740**

This course provides students with an overview of research methods in the academic and business context. On completing this course students should be able to (a) identify the characteristics of good quality research, (b) distinguish between the various kinds of research, and (c) display an understanding of the research process and its application to International Management

Topics covered: Generating research ideas, reviewing literature; precise statement of research problems; limits and scope of study; data collection techniques; potential errors in research information; concepts of measurement; survey research methods; secondary data sources; qualitative techniques; review of statistics; the sampling process and sample size.

### **International Business Management**

**BMGT P455**

This course covers the theory and practice of international business management, and specifically the factors, which drive the internationalisation process. Theoretical developments are also evaluated for their relevance for the international manager. The course also focuses on key management issues and techniques related to international management and considers the economic variables that influence an international firm's competitiveness. Other issues covered in this course include the role of culture, sourcing international managers, doing business in specific regions – Pacific Rim, Eastern Europe, Latin America etc., the impact of technology on international business developments, research and development for the international firm and future prospects for the Irish firm internationally. Course presentation consists of a variety of activities – lectures, seminar presentations and case study analysis.

### **Global Competitive Strategies**

**BMGT P456**

This course focuses on the strategies employed by MNEs to optimise operations on a global scale so as to maximise revenue and lower costs. The strategic posture of business units operating in international markets is examined. International business managers must recognise trends and pressures in their environment and relate the possible effect to their own organisation. Theoretical frameworks developed from research and consulting in the triad are examined focusing on the difference between competitive and co-operative business strategies. Other aspects covered include an analysis of the ability of the international organisation to integrate learning and strategy, the impact of government policy on global strategy formulation and modification, the necessity of continuous upgrading and innovation by the MNE and the degree to which the growth in trade in services (especially knowledge-based services) affects the global environment. Course presentation consists of a mixture of lectures, seminars and case study analysis.

### **The European Union**

**BMGT P457**

Developments in the European Union raise important challenges for business management, public policy and research. The conceptual approaches which have dominated the study of European integration – intergovernmentalism and neo-federalism now seem inadequate to account for the complex pattern of governance emerging within the EU. Aspects of intergovernmentalism are confirmed, since the nation states of Europe remain very significant in the governance of business and economy. But this perspective seriously underestimates the extent to which European integration is changing both public policy and business practice in the member states. Drawing on observed patterns of policy and behaviour, an alternative conception of European integration is now emerging. This new conception synthesises and extends earlier approaches. This course is primarily concerned to explore this emerging new perspective and to show how it yields a critical understanding of key issues, including 'globalisation' and the nation state, the relation between public policy and business, and national 'models' of business and policy.

### **International Financial Management**

**FIN P697**

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

include: international capital markets; foreign exchange markets; arbitrage & parity conditions; exchange rate forecasting; government intervention; target zones; currency crises; foreign exchange rate exposure and hedging; currency derivatives; financial structure and cost of capital; international capital budgeting.

**Business Project BMGT P458**

The Business Project is completed during Semester 2 at a CEMS partner school. It is a real life consulting project whereby students are given a specific business problem to research in association. Students are guided in this project by the academic business project coordinator at the partner school. Students must complete an oral presentation (to corporate partner representatives and members of the school) on the project and submit a written report. This report will outline the research problem, describe the research strategy employed and indicate how the problem was resolved. Details of all source materials used in compiling the problem will be cited.

## **Degree of Master of Science (Project Management) (MSc)**

**(TBA)**

### **Programme Objectives**

The MSc in Project Management is a two-year part-time degree for individuals in employment or self-employed for whom project work is a significant part of their work and career. The curriculum is designed to cover all the major areas of researched theory and perceived best practice in project management. The learning objective of the programme is to equip graduates with the expert knowledge, judgement and professional competencies to manage projects of a significant domestic or international nature. The learning process within the course combines theory and application and students are exposed to demanding practical work on an individual and project team basis. Additionally a core part of the programme is active research in the subject of project management. This is within the context of UCD School of Business research objectives and its agenda for research in project management. Graduates from the programme should expect that their knowledge and skills will equip them to be on a par with acknowledged professionals in this field in industry and management consulting, and to advance their career progressively.

### **Programme Structure**

This two-year degree programme runs over four semesters of twelve weeks each: two semesters in academic years 1 and 2. There are twelve courses, three in each semester. The courses are listed below. Each course involves two to three hours of class time in late afternoon or early evening. Except for those courses that are designated as project-based, all courses involve continuous assessment and an examination at the end of the semester. Additionally the research element of the programme consists of a research project following the end of Semester 2 in each year. Training and supervision will be provided to undertake these research projects. Where elective courses are available and relevant to the research agenda, up to three elective courses may be taken as credit towards the two research projects.



**Courses**

- BMGT P442 Project Feasibility & Evaluation
- BMGT P443 Project Planning & Control
- BMGT P444 Managing & Leading Project Teams
- BMGT P445 Business Strategy
- BMGT P446 Risk Management & Information Systems
- FIN P696 Project Finance
- BMGT P447 Project Tools & Techniques
- BMGT P448 Project Contracts
- BMGT P449 Virtual Project Teams
- BMGT P450 Problem Projects & Project Turnaround
- BMGT P451 Managing Relations with Clients & Contractors
- BMGT P452 International Projects
- BMGT P453 Year 1 Research Project (or relevant elective course in part credit)
- BMGT P454 Year 2 Research Project (or relevant elective course in part credit)

**Entry Requirements**

The normal entry requirements to be accepted in to the programme are an Honours University degree in a relevant discipline as defined by the UCD School of Business and a minimum of three year's work experience. Relevant disciplines include Business, Economics, Science, Medicine, Engineering, Social Science and Law. Candidates without a primary degree but with a relevant professional qualification and exceptional experience may be considered for admission on a case by case basis. For candidates whose native language is other than English an acceptable score of fluency is required on the Test of English as a Foreign Language.

For admission into the programme beginning each year in September, applications should be submitted no later than 30 April to:

The Centre for Project Management  
Michael Smurfit Graduate School of Business  
Blackrock  
County Dublin  
Ireland

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**Programme Courses****Project Feasibility & Evaluation****BMGT P442**

Taking a project idea through the early stages of the project lifecycle. Tools and techniques for clarifying scope; Writing a Business Plan, Undertaking a Feasibility study. Writing a Technical Specification and a project plan.

**Project Planning & Control****BMGT P443**

Defining a Work Breakdown Structure; Network Diagrams and the different techniques to create and manage projects using them; Constraint Management; Project Scheduling; Requests for Change; Setting up a Status Reporting Process.

**Managing & Leading Project Teams**

**BMGT P444**

Theories of Leadership. Leadership. Leadership of project staff and knowledge specialists. Power, influence and authority. Traits of leaders. Leaders vs Managers. Leadership behaviours and processes. Contingency models of leadership.

**Business Strategy**

**BMGT P445**

Analysis of the external environment and the internal resources of the firm. Examination of the basis for competitive advantage. Alignment of projects with strategy and business needs.

**Risk Management & Information Systems**

**BMGT P446**

Risk Planning, identification, analysis, response planning. A detailed look at key Project Management software and Information Systems. MS Project, Primavera, the Project Management Institute Website. Project tracking and control, resource management, levelling, critical path management, contingency buffers.

**Project Finance FIN P696**

Principles of Corporate Finance; Source and Application of Funds; Financial Modelling: Capital Employed, Trajectories of payments and receipts; sequencing payments as a source of value; Risk and a Total Portfolio Perspective; Framework for evaluating Project Finance; Creating value out of shared interests in a joint venture; Project Consortium arrangements.

**Year 1 Research Project**

**BMGT P453**

Research Methodology and Project.

**Project Tools & Techniques**

**BMGT P447**

Practical tools to help Project managers run their projects. Very much a practical based course including a group practical computer based simulation project. Quantifying return on investment, Internet resources for the Project Manager, Selecting and evaluating project team members and the Theory of Constraints.

**Project Contracts BMGT P448**

Principles of Contract Law. Negotiations; Fixed-price contracts. Measured Performance Contracts. Cost Plus Contracts. Contract Variation. Resolution of Contract Disputes. Litigation on disputes.

**Virtual Project Teams**

**BMGT P449**

Managing and running teams distributed by distance and time. Key subject areas: Teams; Trust; Technology; Communication; Co-operation; Leadership; Project management; Virtual Team Meetings.

**Problem Projects and Project Turnaround**

**BMGT P450**

Recognising projects in trouble. Diagnosing problems and causes. Failure Mode Analysis. Scope Devinition and Control. Options for recovery: Option to terminate: Sunk and Opportunity costs Stakeholder recognition, analysis and management.

**Managing Relations with Clients & Contractors**

**BMGT P451**

Starting, Directing, Managing and Closing a Project. Communications management – Information distribution, performance reporting, audit. Procurement management – tender planning, invitation and evaluation. Contract selection & administration. Portfolio management – Project reviews, milestones and stage-gate approach, strategy and project portfolios.

**International Projects**

**BMGT P452**

Exploring the added complexities of running international projects. Culture; Differing Work Practices; Ethics; Norms & Values. Legal Differences. Bidding for International Projects. Project Organisation & Finance. Consortium Management. Legal Aspects of Multiple Jurisdictions. Political & Currency Risk.

**Year 2 Research Project**

**BMGT P454**

Research project.

## **Degree of Master of Management Science (MMangtSc)**

**(COMXF0022) (COMXP0001)**

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

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

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

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

The core subjects for the Master of Management Science include:

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

The following optional courses may be made available:

MIS P658	Special Topics in Computation
MIS P659	Advanced Topics in Quantitative Methods

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

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

Examinations may only be deferred with the permission of the Programme Director.

The Programme Director may permit or require students to substitute one or more of the core courses with one or more of the above optional courses or another course from the Master in Business Studies (MBS) or the MSc in Quantitative Finance..

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

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

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## **Courses**

### **Simulation Modelling and Analysis**

**MAPH P319**

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

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

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

### **Quantitative Methods**

**MATH P356**

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

### **Applied Management Science**

**MIS P612**

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

The course looks at business applications and solution procedures for a variety of practical problems using linear programming and network based models. In addition to

manual solution procedures, the course looks at the solution of real problems using computer packages.

Topics covered by the course include: mathematical models; formulation of problems from business and industry into linear models; sensitivity analysis; computer packages; integer linear model applications; goal programming; data envelopment analysis; network flow algorithms; vehicle routing and scheduling; queuing problems.

### **Software and Numerical Applications**

**MIS P613**

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

It covers the following topics: machine number representation; machine arithmetic and error; introduction to data structures. Object-oriented programming and its use in numerical applications. Implementation of steepest descent and fixed point algorithms. Sparse matrix representation and implementation of matrix operations; scaling for numerical stability.

This course will feature a number of programming assignments.

### **Decision Science and Systems Analysis**

**MIS P614**

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

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

### **Networks and Algorithms**

**MIS P617**

The objective of this course is to develop the ability to deal with problems from business and industry that can be formulated as network problems and to introduce algorithms and data structures, particularly those used in solving network problems. Topics covered by the course include: applications modelling; tours in a network; shortest path algorithms; maximum flow algorithms; spanning trees; minimum cost flow algorithms; project planning and control; trees and their data structures; application of trees to searching; application of trees to minimum cost flow and transportation problems; depth and breadth first searching; spanning trees; shortest paths and the travelling salesman problem; analysis and implementation of algorithms.

This course will feature a number of programming assignments.

### **Decision Support Systems**

**MIS P618**

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

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

**Applied Probability and Statistics**

**STAT P491**

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

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

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

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**The following optional courses may be made available.**

**Special Topics in Computation**

**MIS P658**

The objective of this course is to develop an understanding of the contribution of mathematical and computational techniques to assist in solving a range of problems of relevance to government, business and industry.

**Advanced Topics in Quantitative Methods**

**MIS P659**

The objective of this course is to introduce students to new mathematical and quantitative techniques and to emerging areas of theoretical development in these fields.

## **Degree of Doctor of Philosophy (PhD)**

**(CODRF0052)**

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

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

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

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

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

Candidates may be required to undertake other specified courses.

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

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

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

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

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



## Diploma in Advanced Management

(CODPP0006)

The Advanced Management Diploma (AMD) is an accredited programme that has been designed to equip business executives with general management skills. The AMD programme covers all the main functional subjects involved in business administration including accounting, finance, marketing, human resources and operations.

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

### Programme Structure

ACC P802	Principles of Accounting
BMGT P802	Business Research Methods
BMGT P803	Management of Organisations
BMGT P804	Production & Operations Management
BMGT P805	Strategic Management
BMGT P806	Business Research Project
ECON P802	Business Economics
FIN P802	Principles of Finance
HRM P802	Human Resource Management
MIS P802	Information Technology
MKT P802	Marketing Management
BMGT P814	Managing Change

## Higher Diploma in Business Studies (HDBS)

(COHDF0001)

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

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

### Programme Structure

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The programme runs through the full academic year, starting in September and finishing in late May. It is implemented over two semesters, with five subjects covered in each semester. First semester examinations are held in December and second semester examinations are held in May.

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

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

### Entry Standards

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

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

**Core Subjects HDBS**

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

**Elective Subjects HDBS**

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

**Core Subjects HDBS(IT)**

BMGT P508	Management of Organisations
MIS P501	Business Information Technology
MIS P502	Software Applications
MIS P503	Networking & Internet Applications
MIS P504	Advanced Software Applications
MIS P505	Database & Information Systems Development
MIS P507	Major Project: DBS (IT)

**Elective Subjects HDBS (IT)**

ACC P508	Accountancy
BMGT P511	International Business
BMGT P512	Organisational Behaviour
BMGT P513	Operations Management
BMGT P527	Enterprise Development in Ireland
ECON P307	European Economic Environment
FIN P502	Business Finance
FIN P503	Banking
HRM P507	Industrial Relations
MKT P502	Marketing
MKT P505	International Marketing

## Higher Diploma in Economic Science (HDipEconSc)

(COHDF0003)

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

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

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

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

Please note that ECON P301 (Macroeconomics) and ECON P302 (Microeconomics) are compulsory for all students taking the Higher Diploma in Economic Science. The Diploma will be awarded at Pass and Honours level. Students who wish to proceed to the Master of Economic Science programme must attain an upper Second Class Honours standard in the Diploma.

## Higher Diploma in Entrepreneurial Studies

(COHDF0007)

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

### Programme Structure

The programme runs through the full academic year, starting in September and finishing in late May. It is implemented over two semesters, with five subjects covered in each semester. First semester examinations are held in December and second semester examinations are held in May.

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

### Programme Courses

#### Core Subjects HDES

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

#### Elective Subjects HDES

BMGT P524	Operations Management
BMGT P525	International Business
BMGT P526	Organisational Behaviour
ECON P347	European Economic Environment
FIN P504	Banking
HRM P508	Industrial Relations
MKT P506	International Marketing

**Entry Standards**

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The normal minimum standard for entry into the HDES programme is a second class honours degree. UCD School of Business, may, in special circumstances, consider the admission of applicants who have outstanding professional qualifications or experience but no primary degree. Any applicant who is seeking entry to the programme on the basis of professional qualifications must demonstrate that his/her performance was equivalent to the achievement of an honours standard in the qualifying primary degree examination.

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

## Higher Diploma in Technology Management (HDipTechMangt)

(IFHDPO014)

### Course Description

The Higher Diploma in Technology Management is designed to complement the MSc (Technology Management) degree. Lasting for one year rather than two, it offers interested graduates a less extensive coverage than the degree. As such it meets the needs of graduates who cannot commit to the more demanding time requirements of the Master's programme. The Higher Diploma will be of interest to all executives who manage technology or the process of technology-based innovation, or who occupy or aspire to executive positions in companies driven by technology. Suitably qualified candidates who reach honours standard in the Higher Diploma in Technology Management may petition the Board of Studies to be admitted to the MSc (Technology Management) degree, with exemption on a subject-by-subject basis.

### Admission Requirements

The normal requirement for entry will be a degree or a diploma from a recognised awarding body, together with at least three years' appropriate experience. In exceptional cases, and subject to interview, applicants without such qualifications may be admitted. Such candidates will have to demonstrate significant seniority and career achievement in a technical area or company, as well as satisfying the interview board of their ability to cope with the material in the course.

### Application Procedure

Applications for admission should be made to the

Programme Director, Higher Diploma in Technology Management,  
University College Dublin,  
The Michael Smurfit Graduate School of Business,  
Blackrock, Co Dublin, Ireland.

Telephone: +353-1-716 8012

Fax: +353-1-716 8030

Email: [nitm@ucd.ie](mailto:nitm@ucd.ie)

Website: [www.ucd.ie/nitm](http://www.ucd.ie/nitm)

The closing date for admission in September is July 25.

### Course Structure and Examination Requirements

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

**Examinations:**

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

<b>Core Subjects:</b>	<b>Optional Subjects:</b>
ACC P621 Management Accounting BMGT P640 Organisation and Innovation I BMGT P641 Business Strategy BMGT P643 Marketing New Products	BMGT P516 Technology Planning and Commercialisation BMGT P518 Development Process Management BMGT P519 Quality Assurance BMGT P520 Engineering Economic Analysis BMGT P739 Organisational Change BMGT P645 Operations Strategy BMGT P642 Organisation and Innovation II BMGT P644 Technology Strategy BMGTP649 Technology Policy ECON P200 Business Economics FIN P623 Finance MEEN P004 Quantitative Methods for Management MIS P622 Management Information Systems



## Diploma in Corporate Governance

(CODPP0008)

### Programme Objectives

The Diploma in Corporate Governance is designed to provide systematic education and training to current and prospective company directors of all types of company and organisations, including private companies, family companies, state companies and organisations and public limited companies. The programme will deal with the legal and other regulations affecting companies, directors and their boards, and will provide participants with insights into the practice of governance in modern real-world situations.

### Entry Standards

The normal entry standard for the Diploma is a university degree and significant business experience.

Consideration will be given to admitting applicants to the programme that do not have an undergraduate degree but whose breadth and depth of business experience is such as to indicate their suitability for the Programme.

### Application Procedure

Applications to be processed through UCD School of Business in the normal way, with administrative support being provided by the

Programme Director,  
IoD Centre for Corporate Governance at UCD,  
Michael Smurfit Graduate School of Business,  
Carysfort Avenue, Blackrock,  
Co Dublin  
Telephone: +353-1-716 8834  
Fax: +353-1-716 8930.

### Programme Structure

The Diploma in Corporate Governance is a one-year, part-time programme comprising 12 courses and which takes place over one year in two stages: Six courses delivered in a twelve-week period between September and December and a further six between January and May. Lectures will be held two evenings per week 16.30 to 19.30. In addition, there will be two weekend away sessions. Each course will contain continuous assessment elements and there will be a project/dissertation requirement counting for 20% of the programme marks.

**The syllabi for the 12 courses are as follows:**

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**Overview of Corporate Governance** **ACC P512**

Origins and early developments, Agency theory, Principles of good governance, Statutory or self-regulation, International developments in corporate governance, Corporate governance cultures, Governance in public companies, not for profit organisations, state companies, private companies, family businesses.

**Corporate Governance Regulations** **LAW P610**

Statutory provisions, Stock Exchange regulations, Accounting Regulations, Voluntary codes of governance, Codes of governance for State companies.

**Role of Company Boards** **ACC P514**

Theories of boards, Types of board structure, Composition, structure and style of boards, Role of boards, Board meetings, agendas, minutes, Board committees, Accountability of boards, Leadership, Board dynamics, Managing board relationships, Handling boardroom disputes, Board effectiveness and performance, Subsidiary boards, Boardroom ethics.

**Directors' Responsibilities** **ACC P515**

Directors: Types, Appointment, Cessation, Restriction and disqualification

Legal responsibilities: Directors' powers and duties, Board meetings, Board committees, Accounting responsibility, Responsibility to shareholders and other stakeholders, Fiduciary duties, Duties of care, skill and diligence, Liability of individual directors, Whistleblowing and Responsibilities for fraud, Conflict of interest, Duty of confidentiality.

**Selection of Non-Executive Directors** **ACC P516**

Role and composition of nomination committee, Criteria for selecting chairman, Criteria for selecting non-executive directors, Process of selection, Criteria for selecting non-executive directors, Director succession, Employment Law.

**Role of Non-Executive Directors** **ACC P517**

Roles of management, executive directors, non-executive directors, shareholders, Company chairmen, Senior independent directors, Making contracts, Managing director's powers, Board chairman, Company secretary, Company advisors, Representing the company, Relationships with shareholders, financial institutions, other stakeholders, the media.

**Executive Remuneration and Incentives** **ACC P518**

Role and composition of remuneration committee, Legal, stock exchange and other requirements: Remuneration, Loans, Substantial transactions, Interest in contracts, Interest in shares, Dealing restrictions, Close period, Price sensitive information, Financial reporting: Disclosure requirements, Effective remuneration: Reward, recognition and remuneration systems, Management and employee incentives.

**Accounting and Reporting Responsibilities of Directors and Boards ACC P519**

Accounting records, Accounting responsibility, Financial responsibility, Financial statements, Maintenance of capital, Borrowing restrictions, Auditors, Reporting of financial information, Providing financial information to shareholders, Filing accounts, Providing financial information to others (i.e. revenue), Public access to documents, Directors' responsibility statements on corporate governance, Directors compliance statements, Whistleblowing.

**Role Function and Responsibilities of Audit Committees ACC P520**

Role and composition of audit committees, Audit committee charter, Meetings, Managing audit relationships, Risk management, Internal controls, Financial reports, External audit, Internal audit.

**Risk Management and the Role of Non-Executive Directors BMGT P530**

Nature of risk: Corporate culture and risk, Classification of risk, Categories of risk, Risk management, Corporate risk control, Financial risk control, Alternative means of financing risk, Insurance: Role of company insurance brokers, Method of self-insurance.

**Business Strategy and Company Boards BMGT P531**

Models of strategy, Chairman's responsibility for strategy, Strategic context and framework, Analysing, formulating and implementing corporate strategy, Organisational structure, Organisational learning, Organisational culture, Managing people, Recruitment and selection policies, Mergers and takeovers: Acquisitions of other businesses, Bids for the company, Change Management.

**Role of Directors in Improving Business Performance BMGT P532**

Boards as competitive weapons, Criteria to assess business performance: Teamwork, Organisational culture, Tools and techniques for improving performance: Financial and Non-financial performance measures, Effective performance measures, Total quality management, Business process re-engineering, Continuous improvement.

**Project/Dissertation. ACC P513**

## Diploma in Management Consulting

(TBA)

### Course Description

The Diploma in Management Consulting is a professional education programme for current and prospective management consultants, internal and external, in both private and public sector organisations

The course will provide participants with a portfolio of skills necessary to ensure a successful career in consulting, and a thorough understanding of the key trends and business issues that drive this dynamic industry.

In addition, completion of the course modules will fulfil the continuing professional development (CPD) requirements for IMCI-accredited consulting practices, and the educational requirements of Certified Management Consultant (CMC) certification – an internationally recognised qualification endorsed by the International Council of Management Consulting Institutes (ICMCI).

### Entry Standards

Normal entry standards for the Diploma are a university degree and significant business experience

Consideration will also be given to applicants who do not have an undergraduate degree but whose depth and breadth of business experience is such as to indicate their suitability for the Programme.

### Application Procedure

Applications to be processed through UCD School of Business in the normal way, with administrative support provided by the

Programme Director  
Centre for Management Consulting  
Michael Smurfit School of Business  
Carysfort Avenue  
Blackrock  
Co Dublin  
Telephone: +353-1-716 8918  
Email: Kathleen.Oreilly@ucd.ie

### Programme Structure

The Diploma in Management Consulting will be delivered on a part-time basis over one year, and requires the completion of 12 modules plus the supervised completion of a



**Managing the Consulting Process**

**BMGT P541**

The management of the client-consultant plays a key role in the successful outcome of a consulting engagement. In understanding the dynamics of that relationship, one must concentrate on the personalised, relational field that develops between the consultant and the client. This course seeks to illustrate how excellence in relationships can add value and quality to consultancy assignments.

**Financial Management**

**FIN P508**

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

**Diagnostic Techniques in Consulting**

**BMGT P542**

This is a project-based course. It gives students the opportunity to apply the theoretical knowledge of management consulting gained in Management Consulting Principles, Strategies and Systems. Techniques examined include: organisational analysis, financial modelling, proposal writing, marketing analysis, business planning and strategic analysis. A final and key element to this course is the completion of a major consulting assignment for an external client.

**Corporate Social Responsibility**

**BMGT P543**

This course integrates corporate social responsibility with management, leadership, corporate governance and business ethics. The focus of the course is to demonstrate how corporate social responsibility principles can be successfully integrated into business practice.

**Negotiation and Conflict Resolution**

**HRM P510**

This course will examine the theory and practice of negotiation and conflict resolution through topics such as strategies and styles of negotiation; the negotiation process; power; planning and preparation for negotiation and conflict resolution; principles of conflict resolution; conciliation and mediation and arbitration of disputes.

**Contemporary Issues in Management**

**BMGT P544**

The objective of this course is to give participants the opportunity to focus on new policies, issues and developments that are currently influencing management practice. The course examines a range of contemporary issues that are changing the face of management and includes issues like diversity at work; globalisation; outsourcing; knowledge management and societal marketing.

**Services Marketing**

**MKT P508**

This course explores aspects of services marketing as applied to service and product contexts. Topics covered include the concept of customer care; relationship marketing; measuring and managing service quality; internal marketing; strategic services marketing; achieving value and HRM issues in services.

**Major Project/Dissertation**

**BMGT P545**

This is an applied project which will be supported by a number of practical workshops and academic supervision.