

School of Management

Co-Heads of School Professor K Orr and Ms L Stevenson

Taught Programmes

MLitt:

Human Resource Management
International Business
International Business and Strategy
Management
Marketing

MSc:

Finance and Management
Management and Information Technology

MRes:

Management Studies

For all Masters degrees there are exit awards available that allow suitably-qualified candidates to receive a Postgraduate Certificate or Postgraduate Diploma.

Programme Requirements

Finance and Management

Taught Element:

80 credits: MN5442, MN5443, MN5444, MN5612

40 credits: from other approved 5000-level MN modules.

MLitt:

120 credits from the Taught Element plus 60 credits from *either* MN5497, MN5498 *or* MN5499

Human Resource Management

Taught Element:

80 credits: MN5001, MN5470, (or if available MN5480) MN5473 and MN5481 (if available, otherwise MN5425)

40 credits: from other approved 5000-level MN modules.

MLitt: 1

20 credits from the Taught Element plus 60 credits from *either* MN5497, MN5498 *or* MN5499

International Business

Taught Element:

80 credits: MN5001, MN5002, MN5423 and MN5425

40 credits: from other approved 5000-level MN modules.

MLitt:

120 credits from the Taught Element plus 60 credits from *either* MN5497, MN5498 *or* MN5499

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International Business and Strategy

MLitt:

120 credits from Moscow State University

60 credits: MN5423, MN5001, and MN5501

60 credits: *either* MN5498 *or* MN5499

Management

Taught Element:

80 credits: MN5424, MN5461, MN5470, MN5471

40 credits: from other approved 5000-level MN modules.

MLitt:

120 credits as for the Taught Element plus 60 credits from *either* MN5497, MN5498 *or* MN5499

Management Studies

Taught Element:

100 credits: SS5101 - SS5104, MN5001, MN5002

20 credits: from other approved 5000-level MN modules (in consultation with MRes Director)

MRes:

120 credits from the Taught Element plus 60 credits from MN5399

Marketing

Taught Element:

80 credits: MN5001, MN5002, MN5405 and MN5406

40 credits: from other approved 5000-level MN modules.

MLitt:

120 credits as for the Taught Element plus 60 credits from *either* MN5497, MN5498 *or* MN5499

Management and Information Technology

Taught Element, and PG Diploma in Management and Information Technology:

120 credits:

- 40 credits from: MN5424, MN5461, MN5470, MN5471
- [up to](#) 20 further credits from: MN5424, MN5461, MN5470, MN5471 or other modules from MN5000 - MN5999 (for exclusions see individual modules)
- IS5101
- remaining credits from IS5102 - IS5150, CS5001 - CS5089, ID5059

MSc:

120 credits from Taught Element, plus IS5188 **or** IS5189

Management (MN) modules

MN5001 Contemporary Global Issues in Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module is aimed at creating a deep and wide appreciation of how various global trends will impact upon economies, organisations and from there, the practice of management. In particular, the way in which ecological, social and economic factors interact to create threats and possibilities for organisations will be addressed. Moreover, the varying ways in which these aspects manifest themselves in different parts of the globe will be elucidated in order to ensure that all students have an appreciation of both how their own and other countries might be affected by various trends. Finally, students will also be supported to make the link between these issues and how they manifest themselves in their chosen area of study.				
Programme module type:	Compulsory for the Human Resource Management, International Business, Marketing and International Business and Strategy (Moscow State) Postgraduate Programmes and for the Management Studies MRes Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2 lectures and 1 seminar.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr R Woodfield			
Lecturer(s)/Tutor(s):	Dr R Woodfield, Team taught			

MN5002 Contemporary Conceptual Issues in Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module develops students' prior understanding of management and develops a deep understanding of core conceptual challenges in organisations. Using critical case-based exploration and extensive discussion the module explores such basic yet deep questions as: What are organisations? Can organisations be managed, and what do managers actually do? How do we know what we know? Where does innovation come from? What are skills, knowledge and understanding? What is responsible enterprise? Why are organisations structured the way they are? How do personality, power and politics impact on organisational life? As these and similar questions are addressed, students will be encouraged to reflect and draw upon their own experiences of organisational life as issues are analysed, challenged, researched, evaluated and assessed.				
Programme module type:	Compulsory for the International Business, and Marketing Postgraduate Programmes and for the Management Studies MRes Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar and 1 practical class.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J Summers			
Lecturer(s)/Tutor(s):	Dr J Summers, Team taught			

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MN5310 Banking and Finance				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module is designed to provide students with an in-depth knowledge of the current banking environment from a responsible perspective. The module explores a wide-range of sustainability issues related to new developments within the financial services industry across the globe.</p> <p>In particular, the module explores how countries, governments and financial intermediaries can contribute to design inclusive financial services through provision of savings, payment services, credit, and financial services to low-income households (e.g. microfinance) and SMEs (small and medium enterprises).</p> <p>Lectures, case studies and empirical examples based on current academic and industry research will be included.</p>				
Programme module type:	Optional for Finance and Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2 x 2-hour lectures and 1 x 1-hour seminar.			
Assessment pattern:	2-hour Written Examination = 70%, Coursework = 30%			
Module Co-ordinator:	Dr P Abedifar			
Lecturer(s)/Tutor(s):	Dr P Abedifar			

MN5311 Responsible Investments				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module provides students with an in- depth knowledge of Responsible Investment, which integrates Environmental, Social and Governance (ESG) issues into investment-decision making. The module explores a wide-range of topics including: the definition and identification of relevant Environmental, Social and Governance (ESG) data; portfolio screening and shareholder advocacy and performance evaluation; and responsible risk management.</p> <p>The module also explores advanced topics such as: carbon markets: responsible investment in real estate, hedge funds and private equity; philanthropy & impact investing.</p>				
Programme module type:	Optional for Finance and Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 x 2-hour lecture and 1 x 1-hour seminar			
Assessment pattern:	2-hour Written Examination - 50%, Coursework = 50%			
Module Co-ordinator:	Dr K Bouslah			
Lecturer(s)/Tutor(s):	Dr K Bouslah			

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MN5399 MRes Dissertation in Management Studies				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of management studies and to prepare a 15,000-20,000 word project detailing justified conclusions and recommendations (as appropriate).				
Programme module type:	Compulsory for Management Studies MRes Programme.			
Learning and teaching methods and delivery:	Weekly contact:			
Assessment pattern:	Coursework (Dissertation) = 100%			
Module Co-ordinator:	Dr G Greig			
Lecturer(s)/Tutor(s):	Supervisory team			

MN5401 International Marketing				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
This module essentially involves the critical study of International Marketing. Key theories are examined carefully against the backdrop of questions such as: What is an International Marketing Strategy? How is it developed? What role does it fulfil in the organisation? The module will examine the macro and micro factors that influence and affect International Marketing. It is designed to equip students with the necessary skills to make Marketing decisions in a global context.				
Programme module type:	Optional for all Postgraduate Programmes within the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow			

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MN5405 Dialogue and Debate in Marketing (Masterclasses)				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module builds on students' prior knowledge of marketing concepts by introducing them to contemporary dialogue and debate in marketing and exploring specific questions within one or more broad topics such as; power, technology, morality, green consumption, globalisation and communication. The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, and tutorials, debates, simulations and site visits.				
Programme module type:	Compulsory for Marketing Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practical classes.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Guest speakers			

MN5406 Consumer Behaviour and Marketing Research				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module aims to refresh and enhance the theoretical and research skills of participants by introducing them to a range of theory, including psychoanalysis, behaviourism, cognitive learning theory and semiotics and then illustrating these in the context of marketing research. A theory will be introduced in one week and then its implications for marketing research will be illustrated in subsequent weeks. For example psychoanalysis will be illustrated by focusing on the use of depth interviews, focus groups and rorschach tests; behaviourism by observation and cognitive learning theory by experimental design of perceptual measurements and the construction of attitude questionnaires.				
Programme module type:	Compulsory for Marketing Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practical classes.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J Desmond			
Lecturer(s)/Tutor(s):	Dr J Desmond			

MN5421 Managing People in Global Markets				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>The module focuses on the management of human resources in global markets and will help participants understand the problems of managing people in an international/multinational context. One of the most important trends in the development of modern economies is the increased globalisation of business. Notwithstanding its economic and social impact, however, globalisation is having a significant impact on how we manage people, not only in multinational enterprises but in our indigenous companies as, increasingly, we borrow ideas on "best practice" from overseas. Such efforts at globalisation, whilst generally successful in bringing economic success, have been fraught with problems, which are often the consequence of ethnocentric management teams and their attempts to export US-style "best practice" human resource management to other countries. Thus, it is critically important for globalising firms to make sensible and contextually-sensitive decisions in key areas of human resource management, which take into account institutional, cultural and psychological differences between parent company institutions, values and practices, those of host countries and those of third country nationals employed to work in global organisations. These decisions usually concern such areas as how people are organised, recruited, selected, deployed, developed, motivated, compensated and how their performance is managed. They also focus on whether or not global organisations employ uniform human resource practices in their various locations throughout the world. Ultimately, effective international human resource management (IHRM) rests on a thorough understanding of the problems of managing people from different backgrounds and this module attempts to explore such problems in-depth and help students apply their understanding to practical managerial situations.</p>				
Programme module type:	Optional for all Postgraduate Programmes within the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming, Mr M J Dowling			

MN5423 Global Business Strategy				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>International business strategy is a broad but at the same time synthetic discipline which comprises elements of the international political economy, financial aspects and strategic planning and implementation. This module draws these elements together in the context of the international business environment and seeks to define optimal paths to competitive advantage within this complex and fast-changing business context. The module introduces a wide variety of themes, explanations and interpretations that characterise strategic management. The module will challenge students to consider strategic problems in a rigorous manner and a suitable balance between strategic planning and strategy implementation is maintained.</p>				
Programme module type:	Compulsory for International Business and International Business and Strategy Postgraduate Programmes.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr R Brown			
Lecturer(s)/Tutor(s):	Dr R Brown			

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MN5424 Corporate Finance and Accounting in a Global Context				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>The module will introduce students to the basic principles and practices of accounting and corporate finance. The first half of the module will concentrate on teaching students financial accounting and reporting via the accounting equation method; this will enable students to become familiar with accounting techniques and develop an understanding of financial statements and methods employed in their creation. The second half of the module will introduce corporate finance concepts such as capital structure, the CAPM, and investment appraisal techniques. The module will employ case studies to highlight to students how these principles are employed within industry; the case studies will be based in an international setting.</p>				
Programme module type:	Compulsory for Management Postgraduate Programme. Optional for Management and Information Technology Postgraduate Programme.			
Anti-requisite(s):	MN5422			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Ms L Stevenson			
Lecturer(s)/Tutor(s):	Ms L Stevenson			

MN5425 Masterclasses in International Business				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module builds on students' prior knowledge of International Business concepts by introducing them to contemporary dialogue and debate in International Business. The module will explore specific questions within one or more broad topics such as: globalisation and globalisation protests; neo-liberalism and free trade; the global dimension of the financial crisis; the fortune at the bottom of the pyramid; 'is the world flat?' The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, tutorials, and debates.</p>				
Programme module type:	Compulsory for International Business Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr R Brown			
Lecturer(s)/Tutor(s):	Dr R Brown			

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MN5442 Corporate Financial Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
Financial decisions are made at all levels of management and thus are at the very heart of all organisations. Managers have broadly three major responsibilities in the financial domain which include investment decisions, financing decisions and managing financial risks. Sound financial decisions can help ensure the survival of organisations in an uncertain global environment. Broadly, this module will deal with the first two tasks. The aim of this module is to provide an introduction to modern theories of financial management and to show how to apply the theory to realistic financial decision problems.				
Programme module type:	Compulsory for Finance and Management Postgraduate Programmes.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr M Tavakoli			
Lecturer(s)/Tutor(s):	Dr M Tavakoli			

MN5443 Research Methods in Finance and Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
The aim of this module is to provide students with an understanding of issues involved in the design of research projects within a finance and management discipline. This module aims to use recent seminal published work in selected areas of finance and management to examine issues of research design and methodology and, in doing so, aims to help students develop a critical perspective on research development and its contribution to the practice of finance and management. In particular, the module will cover areas such as identifying research areas, writing a literature review, identifying appropriate research techniques as well as the more technical aspects of quantitative research.				
Programme module type:	Compulsory for Finance and Management Postgraduate Programmes.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr X Chen			
Lecturer(s)/Tutor(s):	Dr X Chen			

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MN5444 Strategic Financial Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>The aim of this module is to equip students with the capability of being able to manage complex strategic and financial related situations. This module will apply important analytical tools for making sound decisions in the areas of mergers and acquisitions, valuation and corporate restructuring. Overall, this module will utilise the significant linkages between these areas, as well as between financial strategy and overall strategy management, to help strengthen their firm's competitive advantage. An understanding of strategic management and corporate financial techniques is essential to assessing and developing an organisation's strategy to ensure they are matching the company's strategic advantages to the business environment in which they operate and the module seeks to address this requirement.</p>				
Programme module type:	Compulsory for Finance and Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J M Liñares-Zegarra			
Lecturer(s)/Tutor(s):	Dr J M Liñares-Zegarra			

MN5461 Strategic Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>Over the last three decades one of the most significant global trends has been the rapid technical development of information technology and the parallel intensification in the commercial and administrative use of this technology by organisations. In this context this module will develop students' knowledge and understanding of the strategy process and develop an appreciation of organisational responses to the rapidly changing global economy. In addition to this, the module will develop a critical understanding of the challenges of operating in the information age and will also develop awareness of the range of approaches to organisational strategy; its purpose and the process of aligning corporate strategy with operational strategies in the knowledge economy. The module will challenge students to evaluate organisational processes, including marketing and promotion, logistics and supply chain management, in a rigorous manner and develop an understanding as to how organisational resources can be harnessed to respond to the organisational challenges of operating in an age of rapidly and easily accessible information.</p>				
Programme module type:	Compulsory for the Management Postgraduate Programme. Optional for Management and Information Technology Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 x 2-hour lecture and a 1-hour seminar.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr P Keenan			
Lecturer(s)/Tutor(s):	Dr P Keenan			

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MN5470 Managing Human Resources				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module reviews the key theoretical and practical aspects involved in managing human resources. The module content covers both the strategic and operational requirements necessary to secure, develop, reward and retain employees and to ensure their maximum contribution to organisational performance requirements. Individual, organisational and contextual factors that influence the management of people are also considered and throughout there is an emphasis on the critical, analytical and evaluative study of the subject.</p>				
Programme module type:	Compulsory for Management and Human Resource Management Postgraduate Programmes. Optional for Management and Information Technology Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr A Baluch, Mr M J Dowling			
Lecturer(s)/Tutor(s):	Dr A Baluch, Mr M J Dowling, Dr A Timming			

MN5471 Marketing: Principles and Practice				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>Marketing is a pervasive social phenomenon, influencing our perceptions and behaviours. We are all in daily contact with the marketing activities of firms, governments and a range of other organisation sand we have all observed and experienced aspects of marketing practice throughout our daily lives. Adopting primarily a managerial perspective, this module will offer a critical review of current theory and practice and look at how marketing is evolving in light of changes to the business context. This module will introduce students to the nature and scope of marketing and its role in society. The importance of identifying, understanding and satisfying customers will be highlighted and approaches to segmenting markets and identifying target market will be reviewed. Marketing activities will be considered within the context of the marketing mix and other managerially-determined variables. The importance of marketing research and the associated processes will be discussed.</p>				
Programme module type:	Compulsory for Management Postgraduate Programme. Optional for Management and Information Technology Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and tutorials.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow			

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MN5473 Skills and Challenges for the HR Professional				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module advances core knowledge and skills in key functional aspects of HRM. Themes in the module explore ways in which to conceptualise HRM in organisations, and the ways in which context influences the practice of HR in different organisational and occupational settings. Core business and HR-related functions such as organisational performance, organisational structure and culture, work organisation, recruitment and selection will be explored by the use of relevant case study material and practical skill-development exercises. Students will be encouraged to consider their future practice in different settings, be that national, sectoral or organisational.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	2-hour Written Examination = 40%, Coursework = 60%			
Module Co-ordinator:	Dr S Chillas			
Lecturer(s)/Tutor(s):	Dr S Chillas, Mr M Dowling, Dr A Baluch			

MN5480 Managing and Developing People				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module on any programme.			
Planned timetable:	To be arranged.			
<p>The changing nature of organisations, work and employment places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. Making use of the "HRM Cycle" this module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and, employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. For individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this "mutual gains" approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to employment management.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and practicals.			
Assessment pattern:	2-hour Written Examination = 50% Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming			

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MN5481 Masterclasses in Human Resource Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>The module reviews a range of contemporary and critical issues relating to the practise, problemising and theorising about human resource management (HRM). The place of HRM within discourses about organisational purpose and performance and is well established. A growing literature also challenges us to consider a wider set of narratives concerning the ethical and responsible management of organisations and their people and the role of HRM in delivering against this agenda. The curriculum of the module will address HRM from this multiple-perspective approach by considering a range of relevant topics such as "the black box" of the performance-HRM debate, the power-control nexus in HRM, the reality of employee engagement and employee voice; HRM in not-for-profit organisations, the ethics of simultaneous offshoring and downsising strategies, HRM and the ethical management and control of organisations. Each year, the curriculum would change as relevant to reflect current issues and concerns in the discipline but each year, drawing upon contributions from a number of practitioners, academics and researchers, students will be challenged to engage with and reflect upon the meaning and reality of contemporary issues in HRM.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Mr M J Dowling			
Lecturer(s)/Tutor(s):	Mr M J Dowling, Guest speakers			

MN5497 Research Portfolio				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module on any programme.			
Planned timetable:	To be arranged.			
<p>This module provides students with the opportunity to undertake supervised independent study into issues within the field of business and finance, and to develop practical advice and well-developed research proposals from this independent study. The first two semesters provide preparatory input on using literature, developing investigative questions, and understanding methods of enquiry. Following this, students produce a portfolio of three assessed elements: a scholarly literature review, of around 8000 words; A research proposal, of around 3000 words; and an executive briefing, of around 1500 words. All elements of the portfolio are to be submitted together, and the due date is the same as that for dissertations (MN5498/MN5499)</p>				
Programme module type:	Either MN5497, MN5498 or MN5499 is compulsory for Finance and Management, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5498, MN5499			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lecture.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J Brooks			
Lecturer(s)/Tutor(s):	Ms J Brooks			

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MN5498 Group Dissertation				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	Workshops to be arranged.			
<p>This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided. Each group will comprise up to 6 students. The group dissertation will comprise 70% of the assessment; the remaining 30% will be awarded for an individual report and log book. The individual report should either critically reflect upon working in a multi-cultural project team or on a specific topic related to the group project in both cases the exact topic for the individual report will require supervisor approval.</p>				
Programme module type:	Either MN5497, MN5498 or MN5499 is compulsory for Finance and Management, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5497, MN5499			
Learning and teaching methods and delivery:	Weekly contact: 4 x 1-hour lectures and 4 x 2-hour workshops. Students will then be given 6 hours of supervision.			
Assessment pattern:	15,000 word group dissertation report = 70%, 3,000 word individual report = 30%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Supervisory team			

MN5499 Individual Dissertation				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	Workshops to be arranged.			
<p>This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided.</p>				
Programme module type:	Either MN5497, MN5498 or MN5499 is compulsory for Finance and Management, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5497, MN5498			
Learning and teaching methods and delivery:	Weekly contact: Up to 6 hours supervision per student.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Supervisory team			

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MN5501 Scenario Thinking and Strategy				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>The aim of the module is to use the scenario process to understand how individuals can engage with uncertainty in operating environments in order to develop creative and robust strategies. In addition, the module will make use of the scenario process to integrate a number of important organisational development concepts that help to provide organisations with future vision and adaptability: imagination; action learning; narratives and 'storying'; competencies and dynamic capabilities; reflective strategic consulting; reflexive practices.</p>				
Programme module type:	Compulsory for International Business and Strategy Postgraduate Programme. Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Prof P Hibbert			
Lecturer(s)/Tutor(s):	Prof P Hibbert			

MN5510 Entrepreneurship, Innovation and Creativity				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>Entrepreneurship is often taught within the context of new venture creation. This module takes an alternative approach and will consider the entrepreneur opportunity locus, the role of creativity, exploitation of change and source & application of innovation. It will provide insight into the nature and identity of entrepreneurship by critically analysing the way entrepreneurial activity creates economic wealth/social value; and will impart an understanding of individual entrepreneurship, corporate entrepreneurship and social entrepreneurship. This module will draw on case studies from the creative industries such as Syco Entertainment, Delfont Macintosh and Les Miserables; and firms such as Apple, Nokia and Google. It will consider the corporate culture and the organisation of entrepreneurial firms and enable students to consider career paths, and engagement with entrepreneurs.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 2 seminars.			
Assessment pattern:	Coursework = 100% (APPROVAL FOR CHANGE PENDING)			
Module Co-ordinator:	Mr C Lovatt			
Lecturer(s)/Tutor(s):	Mr C Lovatt			

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MN5511 Leadership in Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module will examine how views of leadership have changed since the Industrial Revolution, from mechanistic, behavioural models of behaviour to modern leadership frameworks which facilitate change in ever dynamic national, international and cultural climates. Emphasis will be on how theoretical models relate to real life scenarios, how leaders are selected and how leadership is assessed. Content combines conceptual knowledge, behavioural guidelines and other information demonstrated by examples and case studies, experiential exercises and feedback on skill utilisation and performance. Lectures and seminars will combine a variety of educational approaches, from interactive discussions to action learning, with a focus on students' own individual leadership development.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar, 1 practical class.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Romenska			
Lecturer(s)/Tutor(s):	Dr S Romenska, Team taught			

MN5513 Ethics, Organisations and Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>This module develops students' understanding of the ethical issues surrounding management and organisations. The module is arranged around five core themes, representing the practical problems that face managers and organisations: How should we understand capitalism? What is the purpose of a corporation? Can managers be moral beings? Can markets be ethical? How should wealth be distributed? We approach these themes from philosophical, sociological, and organisational perspectives, developing students' understanding of the issues through theoretical analysis, case studies and extensive discussion. As these and similar questions are addressed, students will be encouraged to reflect and draw upon their own experiences of organisational life as issues are analysed, challenged, researched, evaluated and assessed.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Mansell			
Lecturer(s)/Tutor(s):	Dr S Mansell, Dr P Roscoe			

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MN5514 Managing Natural Resources				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module has two interlinked elements. First, there will be an examination of the issues that emerge from the challenges of managing for (1) biodiversity, (2) global climate change and (3) water resources. Second, there will be a consideration of three common challenges that arise for organisations in these contexts, namely: (1) commensurability of measurement of impact; (2) boundary crossing issues that arise from different spatial scales and (3) the use of public duties as an approach to ensuring control and accountability. Moreover, the module will require a self directed project evaluating a product certification standard which relates to biodiversity, carbon or water. Finally, a field trip will be undertaken to provide an applied context in which students might start to understand the demands that managing natural resources place on organisations.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School as well as Sustainable Development.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars and occasional fieldwork.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Russell			
Lecturer(s)/Tutor(s):	Dr S Russell			

MN5554 Marketing and Society				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module examines the effects of marketing on societies. The powerful social and cultural influence of marketing has been widely recognised. Through branding and communication marketing shapes consumption, identity and relationships. Our appearance, ideas and behaviour are influenced by marketing in ways more subtle and pervasive than we might think. What we eat, drink and wear; where we live and how we travel; our work and leisure; even the most intimate details of our lives respond to the powers of marketing. The future of marketing is challenged by the negative connotations of globalisation. Actions by certain firms have caused strong reactions to negative effects on workers, consumers and environments, such that a plethora of anti-corporate protest movements has been mobilised in recent decades.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks			

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MN5560 Creative Marketing Communications				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
Advertising is a permeating creative presence in developed economies, and an important, evolving part of organisations' marketing activities and integrated marketing communications programmes. The module aims to develop your understanding of advertising as an element in the integrated marketing communications mix, of how the advertising creative and planning process is practiced and managed, and the range of contemporary issues affecting decision-making in this dynamic environment.				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Mr W Barlow			
Lecturer(s)/Tutor(s):	Mr W Barlow, Dr K Myrseth			

MN5603 Responsibility, Sustainability and Accountability in Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
The module provides an introduction to and analysis of sustainability and corporate social responsibility, the meaning, tensions and conflicts that these concepts entail and the role that accountability can play in their achievement. The module will examine the theory and practice of social, environmental and sustainability accountability and explore and assess current experience. The module will critically but practically examine the claims made by international business in this field and explore the practical and political constraints on the organization as it seeks to address responsibility, sustainability and accountability.				
Programme module type:	Optional module for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Prof R Gray			
Lecturer(s)/Tutor(s):	Prof R Gray			

MN5604 Financial Systems				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>Financial systems around the world are currently undergoing many changes. These changes arise from competition, consolidation, information technology, product and geographic expansion of manufacturing, service and financial services firms, de-regulation and re-regulation. These changes are taking place within a volatile and uncertain economic environment, and have direct implications for the development, growth and stability of financial systems. This module aims to outline the fundamentals of financial systems. A central theme running through the module is the influence of technology and innovation along with the challenges that this poses to regulators.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr D Chronopoulos			
Lecturer(s)/Tutor(s):	Dr D Chronopoulos			

MN5607 International Financial Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>From daily financial management to long term strategic decision making, a full understanding of international finance is essential for all business managers. This module begins with the international monetary frameworks and the conduct of monetary policies in major developed economies. An essential feature of international finance is the crucial role of foreign exchange rate when cross-border transactions and capital flows occur. The determination and forecast of exchange rates and their interdependence with interest rates is discussed, together with the international money and capital markets and capital flows. Recent decades saw an explosion of new derivative products to hedge risks and an understanding of basic derivatives such as options and future/forward is required of the modern business manager.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr J Chen			
Lecturer(s)/Tutor(s):	Dr J Chen			

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MN5608 Risk Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Planned timetable:	To be arranged.			
<p>The last two decades have witnessed a spectacular change and growth in financial markets (equity markets, foreign exchange markets, euromarkets and international bond markets). This has brought a new breed of investors that see the role of managers as enhancing their shareholder value and protecting their wealth from potential risk. One of the challenging tasks of managers in recent years has been to manage the exposure to risks that arises from corporate decisions. The 1980s witnessed a resurgence of mergers, acquisitions and take-overs. This brought about new ways of financing such activities with project evaluation, funding and hedging have to be considered together. The principal aim of this module is to provide an introduction to managing the exposure to risk and to apply relevant theories to realistic financial decision problems. This module will also deal with assessing and measuring non-financial risks and their importance in the decision making processes within the firm.</p>				
Programme module type:	Optional for Management Studies MRes Programme, and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and tutorials.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr M Tavakoli			
Lecturer(s)/Tutor(s):	Dr M Tavakoli			

MN5611 Alternative Investment				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
<p>This module provides students with an overview on investment opportunities alternative to the main equity and bond markets. It will critically engage students with the key characteristics and issues concerning the main alternative investment opportunities, these being Commodities, Private Equity, Real Estate and especially Hedge Funds. Furthermore, this module will introduce students to the newer alternative investments which include Investibles (e.g. wine and collectibles), Islamic Investment and Responsible Investment. This module will consider the key challenges of evaluating alternative investment portfolios' performance.</p>				
Programme module type:	Optional for Management Studies MRes Programme and all other Postgraduate Programmes in the School.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, tutorials and practicals.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr K Bouslah			
Lecturer(s)/Tutor(s):	Dr K Bouslah			

MN5612 Investments and Portfolio Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module provides comprehensive instruction on topics in investment finance. It combines investment markets instruction with portfolio management - e.g. investment securities, financial institutions, risk and return, valuation methods and models, and fundamental portfolio theory. Emphasis will be on project work and applied applications to theoretical concepts. Students will produce assessed work that has real market application for institutional investors, investment managers and investment consultants. The module will prepare students for professional exams such as the Chartered Financial Analyst certification for those who desire employment in investment.				
Programme module type:	Compulsory for Finance and Management Postgraduate Programmes.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and tutorials.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr D Chronopoulos			
Lecturer(s)/Tutor(s):	Dr D Chronopoulos			

MN5821 Managing Non-Governmental Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Planned timetable:	To be arranged.			
Non-Governmental Organisations (NGOs) occupy distinctive roles within society, economy, and polity. Situating these organisations within their different historical and international settings, this module goes on to examine the strategic challenges face by NGOs today.				
Programme module type:	Optional for Management Studies MRes Programme and all other Postgraduate Programmes in the School, as well as the Sustainable Development MSc Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2-hour lectures			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr E Burt			
Lecturer(s)/Tutor(s):	Dr E Burt			

Modules from Computer Science/Information Technology that are part of the Management and Information Technology Programme Can be found in the Computer Science Section of the Course Catalogue.

