### SEMESTER ONE

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>MN5311</td>
<td>Responsible Investment</td>
<td>2</td>
</tr>
<tr>
<td>MN5401</td>
<td>International Marketing</td>
<td>2</td>
</tr>
<tr>
<td>MN5421</td>
<td>Managing People in Global Markets</td>
<td>3</td>
</tr>
<tr>
<td>MN5501</td>
<td>Scenario Thinking &amp; Strategy</td>
<td>4</td>
</tr>
<tr>
<td>MN5510</td>
<td>Entrepreneurship, Innovation &amp; Creativity</td>
<td>5</td>
</tr>
<tr>
<td>MN5513</td>
<td>Ethics, Organisations and Management</td>
<td>5</td>
</tr>
<tr>
<td>MN5604</td>
<td>Financial Systems</td>
<td>6</td>
</tr>
<tr>
<td>MN5607</td>
<td>International Financial Management</td>
<td>7</td>
</tr>
</tbody>
</table>

### SEMESTER TWO

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>MN5511</td>
<td>Leadership in Organisations</td>
<td>8</td>
</tr>
<tr>
<td>MN5514</td>
<td>Managing Natural Resources</td>
<td>8</td>
</tr>
<tr>
<td>MN5515</td>
<td>Entrepreneurship &amp; Business Development</td>
<td>9</td>
</tr>
<tr>
<td>MN5554</td>
<td>Marketing &amp; Society</td>
<td>10</td>
</tr>
<tr>
<td>MN5560</td>
<td>Creative Marketing Communications</td>
<td>11</td>
</tr>
<tr>
<td>MN5608</td>
<td>Risk Management</td>
<td>11</td>
</tr>
<tr>
<td>MN5611</td>
<td>Alternative Investments</td>
<td>12</td>
</tr>
<tr>
<td>MN5821</td>
<td>Managing Non-Governmental Organisations</td>
<td>13</td>
</tr>
</tbody>
</table>
OPTION MODULES: Semester One

MN5311 – Responsible Investment

MODULE CO-ORDINATOR: Dr P Abedifar CONTACT DETAILS: pa31@st-andrews.ac.uk

AIM: Responsible Investment (RI) is generally associated with the integration of Environmental, Social and Governance (ESG) issues into investment-decision making as well as into ownership policies and practices. The aim of this module is to introduce students to the theory and practice of Responsible Investment (RI). Students will explore investments in a variety of RI strategies such as portfolio screening, shareholder activism, and impact investing.

How is this module related to current issues facing organisations?
Responsible Investment (RI) forms a substantial portion of assets under professional management in the recent years. Moreover, recent environmental challenges (e.g., climate change), social issues (e.g., human rights) as well as the need to promote better corporate governance practices have further encouraged policy makers, consumers and investors to consider the concept of responsible enterprise more seriously.

How will this module enhance a students’ career prospects or further study?
The responsible investment movement is growing faster and in the near future seems unavoidable. This module can substantially improve competencies of students, and hence, can considerably widen job opportunities.

Please summarise in one sentence why a student should choose this module.
In the near future, responsible investment will become pivotal in most advanced economies. Hence, gaining expertise on this area is a must for students.

MN5401 – International Marketing

MODULE CO-ORDINATOR: Dr Min Li CONTACT DETAILS: ml266@st-andrews.ac.uk

AIM: 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.

How is this module related to current issues facing organisations?
It is topical and up to date in that it deals with political risks such as Brexit/Trump’s protectionist stance; transfer pricing and the challenges of the digital revolution
How will this module enhance a students’ career prospects or further study?
Many students choose dissertation topics from this module and apply them to business situations (invariably for companies they will work for)

Please summarise in one sentence why a student should choose this module.
Topical module of wider relevance to international organisations – suitable for Marketing, International Business and Management students in the first instance.

MN5421 – Managing People in Global Markets

MODULE CO-ORDINATOR: Brenda Marin  CONTACT DETAILS: bm78@st-andrews.ac.uk

AIM: The module focuses on the management of human resources in global markets and will help participants understand the challenges of managing people in an international/multinational context. In a globalized world, it is critically important for firms to make sensible and contextually-sensitive decisions in key areas of human resource management, which take into account institutional and cultural 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 expatriate management, knowledge transfer, cross-border mergers and acquisitions, international labour standards, and global value chain governance. This module attempts to explore these issues in-depth and help students apply their understanding to practical managerial situations.

How is this module related to current issues facing organisations?
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. Understanding the national institutional differences and taking into consideration their managerial implications are key issues facing all kinds of organisations, multinational enterprises in particular.

How will this module enhance a students’ career prospects or further study?
Managing people is challenging for any organisations, and it is even more so for multinational enterprises, as they operate in geographically, culturally and institutionally diverse locations. To effectively manage their human resources, MNCs are in great demand of graduates who understand such challenges, and are able to provide solutions to people-related problems. In this module, you will learn some fundamental theories and key debates in the areas of international HRM. One distinctive feature about this module is that when studying this module, you will be challenged with many real-life problems faced by multinationals, and are required to provide solutions. Your knowledge of sophisticated theories and your skills of solving problems are what your prospect employers are looking for.
Please summarise in one sentence why a student should choose this module. This module will prepare you to be an effective HR manager or consultant in multinational corporations and consultancies.

MN5501 – Scenario Thinking and Strategy

MODULE CO-ORDINATOR: Dr Anna Brown CONTACT DETAILS: ab222@st-andrews.ac.uk

AIM: Scenario thinking allows strategy to be developed in a robust way, by considering the irreducible complexity, dynamism and ambiguity of the contextual environment. Through the exploration of alternative narratives of the future, individuals and their organizations can develop reflexive, adaptive capabilities to deal with unpredictability in their operating environment(s). Scenario thinking does not take the place of formal, analytical models in the process of generating strategy, but adds an important element of creativity that formal analysis cannot provide.

This module gives students the opportunity to use the scenario method and understand how organisations can engage with uncertain operating environments to develop creative and robust strategies. Throughout the module the scenario process is used to integrate a number of important organizational theories that help to provide future vision and adaptability. These include, organisational learning; creativity and imagination; narratives and ‘storying’; competencies and dynamic capabilities; and reflexive practices.

How is this module related to current issues facing organisations? There is a common place notion that the future will be a simple extrapolation of the past. This “business as usual” thinking presents a challenge to navigating unforeseeable events in an increasingly fast paced and competitive environment. Scenario thinking allows organisations to overcome potential blind spots by engaging in robust strategic conversations, and move quickly in situations where “today’s best strategy might be tomorrow’s disaster”.

How will this module enhance a students’ career prospects or further study? This module provides practical experience of the scenario planning process. It gives opportunity for students to engage in deep research into global trends that have the potential to affect an organisation’s ability to survive and thrive. Students will develop skills in creative foresight, as they draw together complex sets of data to develop plausible narratives about the future. In turn, the module encourages reflexive and critical thinking about the key issues facing organisations today.

Please summarise in one sentence why a student should choose this module. Scenario thinking and strategy is a challenging but rewarding module that gives students an opportunity to explore creative foresight and learn about strategy development by engaging in the process themselves.
MN5510 – Entrepreneurship, Innovation & Creativity

MODULE CO-ORDINATOR: Charles Lovatt  CONTACT DETAILS: cl210@st-andrews.ac.uk

AIM: Innovation is a tool of the Entrepreneur; at the heart of innovation lies creativity which is an essential part of recognising and exploiting opportunities. Entrepreneurship is often taught within the context of new venture creation. This module takes an alternative, critical, approach and will, through a Schumpeterian lens, consider the role of the entrepreneur in innovation, change and economic growth. The module will provide insight into the nature and identity of entrepreneurship by critically analysing the way entrepreneurial activity creates economic wealth, cultural and social value; and will impart an understanding of individual entrepreneurship, corporate entrepreneurship, cultural and social entrepreneurship.

How is this module related to current issues facing organisations?
Through contemporary case studies, this module takes a critical look at the behaviour of entrepreneurs and the activities of entrepreneurial organisations. In the module we consider spatial aspects of economic development as well as corporate, social and cultural entrepreneurship; and, discuss the tensions between innovation and regulation. Through a Schumpeterian lens, we will consider recent developments involving design, intellectual property and co-creation.

How will this module enhance a students’ career prospects or further study?
This is a theory based, top-end academic module which will foster and develop the skills of critical thinking, writing, presentation and discussion: these are the skills that are widely sought and highly valued by employers in sectors such as consulting, marketing, operations management and in third sector organisations.

Please summarise in one sentence why a student should choose this module.
This module will be most rewarding for ambitious, articulate students who are prepared to put in the intellectual effort, engage in debate and seek to excel.

MN5513 – Ethics, Organisations and Management

MODULE CO-ORDINATOR: Dr Philip Roscoe  CONTACT DETAILS: pjr10@st-andrews.ac.uk

AIM: This module develops students’ understanding of the ethical issues surrounding management and organisations. The course explores the ethical problems that face us as managers and individuals: How should we understand the place of business in society? Can managers be moral beings? Do corporations have a role to play in politics and/or society and what is the purpose of business? We approach these themes from philosophical, sociological, and organisational perspectives, developing students’ understanding of the issues through academic literature, relevant case studies and extensive discussion. Students will be encouraged to draw upon their own experiences of organisational life in discussion. Learning is reflective and collaborative as students come to articulate their ethical positioning as citizens and future managers.
How is this module related to current issues facing organisations?
The news is full of stories of organisational misdemeanour, with corporations under constant public and regulatory scrutiny. Volkswagen, FIFA, and Facebook are just recent examples. But how should managers and organisations conduct themselves, and what does it mean for them to be ethical? This course explores issues crucial to the future of organisations and society.

How will this module enhance a students’ career prospects or further study?
This course will help students learn to talk about important issues with clarity and understanding: vital skills in the labour market. It will help to develop intellectual and critical capacities to support early career work or additional study. It may even make you a better person.

Please summarise in one sentence why a student should choose this module.
A semester of small group teaching tackling some of the most important issues facing us as individuals and managers, challenging your taken for granted assumptions and developing your intellectual capacity: what’s not to like?

MN5604 – Financial Systems

MODULE CO-ORDINATOR: Dr Dimitris Chronopoulos CONTACT DETAILS: dc45@st-andrews.ac.uk

AIM: 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.

How is this module related to current issues facing organisations?
This module examines a variety of factors that contribute to the development, growth and (in)stability of financial systems.

How will this module enhance a students’ career prospects or further study?
At the end of the module students will be able to explain the fundamentals of financial systems and critically examine the impact of the dynamic environment in which financial systems develop.

Please summarise in one sentence why a student should choose this module.
This module offers students an introduction to financial systems and familiarises students with the basic concepts of financial institutions and regulation.
AIM: The module is designed to give students an appreciation of some of the key issues involved in international financial management, from the derivation of exchange rate to the management of currency risk, from the structure of international financial markets to the practical considerations of investing overseas. Students will understand how cross-border investment decisions are made, the likely costs and benefits arising from such decisions and their relevance to investors and managers alike. The module will also aim to give students an appreciation of the measurement of risk in decision-making and the tools available to manage such risk exposures.

How is this module related to current issues facing organisations?
This module deals with issues in currency risk management and international portfolio investment that are faced by corporate managers and international investors alike.

How will this module enhance a students’ career prospects or further study?
This module benefits students who are aspired to work for multinational corporations or international investment management companies.

Please summarise in one sentence why a student should choose this module.
This module imparts practical knowledge in niche areas of finance.
OPTION MODULES: Semester Two

MN5511 – Leadership in Organisations

MODULE CO-ORDINATOR: Dr Sandra Romenska CONTACT DETAILS: sr82@st-andrews.ac.uk

AIM: 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.

How is this module related to current issues facing organisations?
Leadership is often seen as the make-or-break factor for organisational effectiveness. Leaders can influence others to understand, agree and work towards the accomplishment of organisational goals, successful innovation and change.

How will this module enhance a students’ career prospects or further study?
Today's organisations place high value on the leadership skills and experience of individuals. Completing the module will help students to develop awareness and practical experience of the challenges of leadership and leading which they will be able to transfer and apply across a variety of organisational contexts.

Please summarise in one sentence why a student should choose this module.
The variety of teaching and learning methods in the module place an emphasis on interactivity and experiential learning as well as independent reading and engagement with academic research, fiction and film - this results in an engaging and rewarding learning experience.

MN5514 – Managing Natural Resources

MODULE CO-ORDINATOR: Dr Celal Agar CONTACT DETAILS: cca1@st-andrews.ac.uk

AIM: 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.

**How is this module related to current issues facing organisations?**
Natural resources – including biodiversity, water, and carbon – lie at the heart of the sustainability challenges confronting global society. Organisations are increasingly pursuing innovative responses to these challenges, and the module invites you to explore these.

**How will this module enhance a students’ career prospects or further study?**
You will gain a thorough understanding of contemporary practices and issues involved in managing for biodiversity, water, and carbon. We will discuss tools and ideas which may shape thinking for your dissertation and can strengthen your appeal to future employers concerned with these issues.

**Please summarise in one sentence why a student should choose this module.**
A healthy environment is essential for continued human flourishing and future organisations’ successes – this module will equip you to be an active change agent for sustainable business.

---

**MN5515 – Entrepreneurship and Business Development**

**MODULE CO-ORDINATOR:** Dr Hannah Dean  
**CONTACT DETAILS:** hd48@st-andrews.ac.uk

**AIM:** The module will develop an understanding of entrepreneurship in practice and the processes of business development. This module is based on a collaborative, self-directed, team project. Students will collaborate to identify an opportunity; design and document a business model; and produce a written business development plan. The module will impart experiential awareness of ‘for-profit’ business development and the mind-set involved in entrepreneurial behaviour.

**How is this module related to current issues facing organisations?**
One of the central objectives for organisations in whatever sector is the growth of its income or revenue: at the least to match inflation and in most cases to reach new markets or deliver new products or services. ‘Business development’ is the function which is concerned with growth and in this module we consider the organisational tactics necessary to deliver strategic intent.

**How will this module enhance a students’ career prospects or further study?**
This is a very practical, entirely enquiry based module with little or no theory but with all the uncertainties and conflicting objectives of real world business planning. It is designed to foster independent research, team problem solving and develop a capacity for opportunity recognition, resource budgeting and development of realistic, costed business objectives. The module will impart skills of persuading others, leadership and taking intuitive decisions.
Please summarise in one sentence why a student should choose this module.
Look at any of the recruitment websites and search ‘business development’: the skills you will learn on this module are in great demand.

MN5554 – Marketing and Society

**MODULE CO-ORDINATOR:** Julie Brooks      **CONTACT DETAILS:** jfb9@st-andrews.ac.uk

**AIM:** 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.

**How is this module related to current issues facing organisations?**
In Marketing and Society, we discuss the issues and consumer choices we are faced with on a day-to-day basis. We evaluate whether organisations are helping individuals to lead happier, healthier, more productive lives and contribute to society or whether the marketing efforts of organisations is serving another purpose.

**How will this module enhance a students’ career prospects or further study?**
This module will allow you to consider your views on fundamental issues related to marketing and the choices we make that determine how we lead our lives. Through our discussions, we hope to challenge some of the preconceptions we may have. The themes we discuss in this module are universal and the knowledge you gain can be applied in preparing ideas for discussion during job interviews, thinking about dissertation topics (both at Masters level and perhaps for developing future PhD proposals). Through your preparation for the assignments in this module you may also learn about different organisations and get fresh ideas for where you might want to work in the future.

**Please summarise in one sentence why a student should choose this module.**
Marketing and society is run as a seminar-style module and as such has a very different ‘feel’ to it from the other modules you will experience while studying on your Masters Programme due to the relatively small class size and the focus on discussion of key readings, rather than lectures, which provide opportunities for free-enhance of ideas and shared learning among the students (and the lecturers!) who are involved.
MN5560 – Creative Marketing Communications

MODULE CO-ORDINATOR: William Barlow CONTACT DETAILS: wb21@st-andrews.ac.uk

AIM: 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.

How is this module related to current issues facing organisations?
The advent of social media has had profound impacts on marketing communications at a tactical level and on the nature of marketing communications agencies. However, in the rush to “get social”, there is a danger of the fundamentals of marketing communications strategy being forgotten and/or side-lined. By concentrating on those fundamentals, the module re-focuses attention on the aspects of marketing communications which really matter, notably the creation of messages which bring about positive consumer engagement with the brand.

How will this module enhance a students’ career prospects or further study?
The module explores and assesses the relationship between marketing communications theory and the marketing communications strategy as practiced. Clearly, understanding this is vital for those who wish to pursue a career in marketing communications. In addition, the module explains how marketing communications strategy fits into the wider marketing and corporate strategies; this is of value both to those who wish to pursue a career in marketing communications and to those with different career aspirations.

Please summarise in one sentence why a student should choose this module.
Different students have different career destinations and different aptitudes and so they will derive different benefits from undertaking this module, however, all will stretch themselves intellectually and develop further the Graduate Attributes and Enterprise Skills which employers value.

MN5608 – Risk Management

MODULE CO-ORDINATOR: Dr Song Zhang CONTACT DETAILS: sz59@st-andrews.ac.uk

AIM: 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.

**How is this module related to current issues facing organisations?**
The business environment is permanently changing and risks are multidimensional. This poses major threats to organisations. It is critical to generate organisational capabilities to better understand and manage risks. The success of organisations depends, to a large extent, on the capacity to forecast and manage risks.

**How will this module enhance a students’ career prospects or further study?**
This module is an introductory course in risk management and financial derivatives. The module has a practical orientation, which will help students learn how to analyse risk and gain good knowledge of how derivatives contracts work and how they are used. It is a crucial first step to conduct a career in risk management or finance in general.

**Please summarise in one sentence why a student should choose this module.**
Individuals who are skilled at analysing risk and derivatives are in great demand in consulting and financial firms in financial centres throughout the world as well as in large corporations.

---

**MN5611 – Alternative Investments**

**MODULE CO-ORDINATOR:** Dr K Bouslah  
**CONTACT DETAILS:** kbhb@st-andrews.ac.uk

**AIM:** The aim of this module is to introduce students to the basic concepts of alternative investments as opposed to traditional investments (i.e., stocks, bonds, and cash). Students will explore investments in a variety of alternative asset classes including hedge funds, private equity, commodities, real estate and structured debt investments. Furthermore, the module seeks to develop students’ understanding and ability to critically evaluate the features of alternative investment strategies.

**How is this module related to current issues facing organisations?**
Nowadays, more and more players in the investment industry (e.g., pension funds, wealthy investors) are choosing to allocate a proportion of their portfolios to alternative investments.

**How will this module enhance a students’ career prospects or further study?**
The module can considerably widen job opportunities, given that alternative investment industry has been growing substantially during the recent decades.

**Please summarise in one sentence why a student should choose this module.**
This module complements students’ knowledge on traditional investments on equity and bond markets.
MN5821 – Managing Non-Governmental Organisations

MODULE CO-ORDINATOR: Dr Eleanor Burt CONTACT DETAILS: eb19@st-andrews.ac.uk

AIM: 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.

The aims of the module are:
- To provide an introduction to Third Sector organisations and the challenges they face;
- To critically examine key issues in the management of these organisations;
- To develop strong competencies in independent learning on the part of students.

How is this module related to current issues facing organisations?
This module will allow students to apply their knowledge of current issues and challenges to this vital sector in society.

How will this module enhance a students’ career prospects or further study?
Students wishing to work in or be part of an NGO, whether as a manager in a large international organisation or in a voluntary capacity at a local level will be able to apply the knowledge and learning developed on this module in their future.

Please summarise in one sentence why a student should choose this module.
In previous years a range of students on different programmes and with a variety of interests have chosen this module and often their career aspirations and decisions about their future have been positively influenced from experiencing this module.