COLLEGE OF BUSINESS, PUBLIC POLICY AND LAW

COLÁISTE AN GHNÓ, AN BHEARTAIS PHOIBLÍ AGUS AN DLÍ

FÉILIRE 2013-14
CALENDAR 2013-14

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  - The School of Law
- The College of Engineering and Informatics
- The College of Medicine, Nursing and Health Sciences
- The College of Science

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(Comhollscoil d'Ollscoil na hÉireann)

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REGULATIONS FOR COURSES OF STUDY AND EXAMINATIONS LEADING TO THE DEGREE OF BACHELOR OF COMMERCE (B.Comm.)

General

Candidates for the Degree of Bachelor of Commerce shall be required to pass the University examinations of the First, Second and Final years of the programme. The examinations of each year must be passed within two academic years of commencing the programme of study for that year.Students taking the B.Comm. International & International Experience programmes spend Third Year abroad and Fourth Year at NUI, Galway.

Regulations for First Year

1. The First University Examination in Commerce must be passed within two academic years from the date of entering the Course, except that students who are permitted to transfer to First Commerce, having failed in another College, must pass the First University Examination in Commerce within three terms or one academic year of entering the Course.

2. Courses for First Year:

Core

*EC142	Principles of Microeconomics	5 ECTS	Semester 1
EC143	Principles of Macroeconomics	5 ECTS	Semester 2
AY104	Intro to Finanical Accounting	5 ECTS	Semester 1
AY105	Intro to Man. Accounting	5 ECTS	Semester 2
MS120	Business Information Systems	5 ECTS	Semester 1
MS121	Business Info. Management	5 ECTS	Semester 2
MA119	Mathematics for Business	5 ECTS	Semester 1
MA109	Statistics for Business	5 ECTS	Semester 2
MG110	Introduction to Management	5 ECTS	Semester 1
MK101	Introduction to Marketing	5 ECTS	Semester 2

Optional

FA120	Skills to Succeed	5 ECTS	Semester 1
LW190	Business Law I	5 ECTS	Semester 2

Or:

SH140	Spanish Language I (Intermediate)	10 ECTS

or

SH102	Spanish Language I (Beginners)	10 ECTS
	or	
GR141	German Language I (Advanced)	10 ECTS
	or	
GR140	German Language I (Beginners)	10 ECTS

*Economics modules also available through Irish – subject to demand
Total credit units required: 60 (50 Core and 10 Optional)

Note: Only a limited number of places are available in German and Spanish (either beginners or advanced). In the event of demand for either language exceeding the number of places available, selection will be based on aggregate points on entry and conditional on having attained at Leaving Certificate at least a Higher Grade C3 in a continental language (French, German or Spanish). Commerce students taking German Language I (Advanced) should have at least a Higher Grade C3 in Leaving Certificate German and those taking Spanish Language I (Intermediate) should have at least a Higher Grade C3 in Leaving Certificate Spanish.

3. A candidate must have successfully completed 60 ECTS in First Year to proceed to the Second Year of the Programme. The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

4. Honours are awarded only on the aggregate performance to candidates who have successfully completed 60 ECTS, in accordance with the following standard: First Class Honours, 70%; Second Class Honours Grade One, 60%; Second Class Honours Grade Two, 50%; Third Class Honours, 40%.

6. A limited number of those who pass the First Year examination in German or Spanish, at a specified minimum mark, will be permitted to transfer into the Second Year of the B.Comm. International programme (provided the First Commerce examination is passed overall). In the event of demand exceeding the number of available places, selection will be based on performance in the language at the First Commerce examination.

7. After First Year, language is available only in the B.Comm. International programmes.

8. It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

Regulations for Second and Final Years

1. *Graduation*

To graduate with the B.Comm. Degree, the student must accumulate a total of 60 ECTS credits in both Second and Third Years as follows:
Second Commerce: 60 ECTS: 50 obligatory plus 10 optional credits.
Third Commerce: 60 ECTS: 15 ECTS credits obligatory, 25 ECTS credits from one stream, and 20 ECTS credits either from the same stream or from the list of electives.

2. *Honours*

Honours in Final Year (from 2013/'14) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1	70% on the aggregate
H2.1	60% on the aggregate
H2.2	50% on the aggregate
H3	40% on the aggregate

3. Compensation

A candidate must have successfully completed 60 ECTS in Second Year to proceed to the Final Year of the Programme. The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module

where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

4. Honours are awarded only on the aggregate performance to candidates who have successfully completed 60 ECTS, in accordance with the following standard: First Class Honours, 70%; Second Class Honours Grade One, 60%; Second Class Honours Grade Two, 50%; Third Class Honours, 40%

5. *Repeat Examination*s
Repeat examinations are scheduled in August for those students who failed examinations in modules of Semester 1 or Semester 2 or who otherwise had the School's permission to be absent. It is not allowable for students to be absent from the initial examination in a subject without the School's permission.

6. It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

Note: **Owing to pressure on numbers seeking admission, students entering the course leading to the B.Comm. Degree cannot be guaranteed places on the H.Dip. in Ed./ADO Courses on the completion of their Degree Course.**

BACHELOR OF COMMERCE (INTERNATIONAL EXPERIENCE)

1. The B.Comm. (International Experience) is a four-year version of the existing B.Comm. programme involving a one-year period of study at an approved university or third level institution outside the state and/or placement in an approved business environment.

2. The International stream is optional. Interested students must apply to the School of Business & Economics in their second year, by a date to be specified. The students selected would spend their third year abroad and on the successful completion of this year would take final B.Comm. in their fourth year.

3. Numbers accepted on the programme will be limited. The School of Business & Economics will determine both the selection of students and the particular university at which the student will spend the year abroad. Such decisions are based on the number of places available at host institutions as well as the student's academic and personal record.

4. The number and level of subjects to be taken at the host University must be determined in consultation with the B.Comm. Programme Director. Performance in examinations taken abroad will be integrated into the student's record in "pass"/ "fail" terms. Accordingly, in order for students to be admitted to Fourth Year, they must have achieved an overall result of "Pass" in Third Year (year abroad).

5. Where the requirements of the Year abroad are not successfully completed arrangements to proceed on a provisional basis may be applied and the deficiencies must be made up by the students in question presenting for such additional examinations and/or other exercises as determined by the School of Business & Economics

6. The regulations as set out in the Calendar and Marks and Standards for the B.Comm. programme shall apply apart from:

7. Honours in the Final Year 2013/'14 will be calculated on the basis of 50% of the aggregate mark obtained in Second Year and 50% of the aggregate mark obtained in Final Year and are awarded in accordance with the following standard: First Class Honours 70%; Second Class Honours Grade I 60%; Second Class Honours Grade II 50%. The Pass mark is 40% in each subject.

(a) Honours in Final Year (from 2014/'15) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1	70% on the aggregate
H2.1	60% on the aggregate
H2.2	50% on the aggregate
H3	40% on the aggregate

SECOND YEAR

First Semester - Core

Code	*Course Title*	*ECTS*
MA217	Statistical Methods for Business	5
MK207	Action Marketing	5
MG308	Organisational Behaviour	5
EC209	Managerial Economics	5
AY207	Management Accounting I	5
FA206	Skills for Work Life	5

Second Semester - Core

Code	*Course Title*	*ECTS*
AY208	Business Finance I	5
MG325	Employment Relations	5
EC213	Macroeconomics	5
MS217	Information and Operations Management	5
Optional		
AY209	International Financial Reporting I	5
EC247	Introduction to Financial Economics	5
OR		
EC259	Economics of Public Policy	5
MA218	Advanced Statistical Methods for Business	5
MG206	Management of Organisational Change	5
MK206	Consumer Behaviour	5
MS203	Information Systems Management	5
CI200*	Doing Business in China – Language & Culture I	5
MS117	Information Systems and Project Management	5
LW290*	Business Law II	5

*(pre-requisite is LW190 Business Law I)

*CI200 is offered subject to available resources, class size is limited to 40 students. No change of mind facility offered for these modules. Students must attend from the start of week 2 of term at the latest.

Students are required to choose two optional modules from the above list, and are not permitted to choose two options with the same module prefix.

THIRD YEAR

Students must pass modules to a total of 60 ECTS credits.
The 60 ECTS credits must be derived in the following way:

(a) 15 ECTS obligatory for all students:

Code	*Title*	*ECTS*	*Semester*
EC423	Ireland in the Global Economy	5	Semester I
MG334	Strategic Management	5	Semester II
FA318	Innovation, Creativity & Enterprise	5	Semester II

(b) Students must select one of the streams listed below and pass modules to a total of 25 ECTS in that stream (including modules indicated as obligatory for that stream):

Accounting
Economics
Marketing
Management of Human Resources
Business Information Systems

(c) Make up the remaining 20 ECTS credits either from options from the additional modules listed from the same stream or from the list of elective modules.

SUBJECT STREAMS (FINAL YEAR)

ACCOUNTING

The following are the obligatory modules for the stream (25 ECTS):

Code	*Title*	*ECTS*	*Semester*	*Prerequisites*
AY308	Taxation I	5	Semester I	
AY321	Management Accounting II	5	Semester I	Mgmt. Acc. I
AY322	Management Accounting III	5	Semester II	Mgmt. Acc. II
AY325	Int Financial Reporting II	5	Semester I	
AY326	Int. Fin. Reporting III	5	Semester II	Int. Fin. Rep. II

Additional Accounting modules (which are optional within the stream):

AY314	Business Finance II	5	Semester II	
AY319	Taxation II	5	Semester II	Taxation I

B.Comm. students who are not registered for the Accounting Stream, but who are registered for 20 ECTS of Law courses, can register for Taxation I to enable them to join the LL.B. programme at Second Year stage.

ECONOMICS (25 ECTS)
The obligatory modules for this stream are:

Code	*Title*	*ECTS*	*Semester*
EC425	Topics in Microeconomic Theory	5	Semester 1
EC422	Applied Econometrics	5	Semester 1

Additional Economics modules in this stream may be taken from the following list of options on offer:

EC345	Health Economics	5	Semester I
EC369	Money & Banking	5	Semester I
EC382	International Economics	5	Semester II
EC325	History of Economic Thought	5	Semester II
EC357	Development Economics	5	Semester II
EC362	Economics of Financial Markets	5	Semester II
EC386	Public Economics	5	Semester II
EC388	Environmental and Natural Resource Economics	5	Semester II
EC424	Topics in Macroeconomic Theory	5	Semester II
EC429	Marine Economics	5	Semester II

Prerequisites:. Students wishing to pursue postgraduate studies in Economics are advised to take EC422 Applied Econometrics.

All of these options may not be available each year.

BUSINESS INFORMATION SYSTEMS
The following are the obligatory modules for the stream (25 ECTS):

Code	*Title*	*ECTS*	*Semester*	*Prerequisites*
MS325	Contemporary Project Management	5	Semester I	
MS414	Business Intelligence & Analytics	5	Semester I	
MS218	Database Technologies	5	Semester I	

MS223	E-Business Strategy & Practice	5	Semester II
MS413	Cloud Computing	5	Semester II

Additional MIS modules (which are optional within the stream):

MS110	Business Systems Analysis	5	Semester 1
MS321	Web and Interactive Media Design	5	Semester I
MS411	Contemporary Issues in Information Systems	5	Semester I
MS403	Information Systems Strategy And Planning	5	Semester I
MS324*	Lean Principles for the IS Professional	5	Semester I
MS323	User Experience Design	5	Semester I
MS319	Enterprise Systems	5	Semester II

*MS324 – class size limited to 25

MANAGEMENT OF HUMAN RESOURCES

The following are the obligatory modules for the stream (25 ECTS):

Code	*Title*	*ECTS*	*Semester*	*Prerequisites*
MG328	Human Resource Management	5	Semester I	
MG327	Global Employment Relations	5	Semester I	
MG326	Employee Relations: Rights & Obligations	5	Semester I	
MG333	Cross Cultural Management	5	Semester II	
MG332	Work and Organisations	5	Semester II	

MARKETING

The following are the obligatory modules for the stream (25 ECTS):

Code	*Title*	*ECTS*	*Semester*	*Prerequisites*
MK 301	Marketing Research	10	Semester I	
MK 303	Global Marketing	5	Semester II	
MK 312	Marketing Policy & Strategy	10	Semester II	MktgResearch

Additional Marketing modules (which are optional within the stream):

Code	*Title*	*ECTS*	*Semester*
MK311	The Marketing of Services	5	Semester I
MK314	Media & Marketing Communications	5	Semester I
MK341	Brand Management	5	Semester II

ELECTIVES AVAILABLE IN SEMESTER I

Code	*Course Title*	*ECTS*	*Prerequisites*
AY325	Int. Fin. Reporting II	5	
AY321	Management Accounting II	5	Mgmt. Acc. I
EC422	Applied Econometrics	5	
EC369	Money & Banking	5	
EC345	Health Economics	5	
MS414	Business Intelligence and Analytics	5	
MS321	Web and Interactive Media Design	5	
MG328	Human Resource Management	5	
MG307	New Enterprise Development	5	
MK311	The Marketing of Services	5	
MK314	Media & Marketing Communications	5	
IE309	Operations Research	5	
LW427	European Union Law I	5	
LW333	Comparative Competition Law	5	
LW377	Company Law I	5	
LW423	Advanced Business Law	5	Business Law
LW356	Industrial & Intellectual Property Law	5	
LW364	International Trade Law	5	
LW382	International Business Law	5	
LW372	Insurance Law	5	
*CI300	Doing Business in China – Lang. & Culture I	5	
IE226	Quality Management	5	
MS323	User Experience Design	5	

ELECTIVES AVAILABLE IN SEMESTER 2

AY314	Business Finance II	5
AY322	Management Accounting III	5
EC362	Economics of Financial Markets	5
EC382	International Economics	5
EC424	Topics in Macroeconomic Theory	5
EC386	Public Economics	5
MS319	Enterprise Systems	5
MS223	E-Business Strategy and Practice	5
MS413	Cloud Computing	5
MG333	Cross Cultural Management	5
MG323	International Business	5
MK303	Global Marketing	5
MK341	Brand Management	5
IE319	Operations Strategy	5
IE345	Logistics and Transportation	5

LW428	European Union Law II	5		
LW426	EU Competition Law	5		
LW378	Company Law II	5		
LW374	Banking Law	5		
AY326	Int. Fin. Reporting III		5	Int. Fin. Rep. II
*CI301	Doing Business in China – Lang. & Culture II		5	Lang. & Cult. I

*CI300 and CI301 are offered subject to available resources, class size is limited to 40 students per module. No change of mind facility offered for these modules. Students must attend from the start of week 2 of term at the latest.

BACHELOR OF COMMERCE INTERNATIONAL

B.Comm. International (French)

B.Comm. International (German)

B.Comm. International (Spanish)

Regulations

Regulations
1. A minimum entry requirement is the achievement of a Higher Level B3 in Leaving Certificate French for the French programme, a Higher Level C3 in German for the German programme, and a Higher Level C1 in any continental Language for the Spanish programme.

2. Students do not have an automatic right of transfer from the B.Comm International to the B.Comm. programme. As a norm, the student will be required to have the C.A.O points of entry for the B.Comm. programme. A decision on transfer arrangements will be made by the J.E. Cairnes School of Business and Economics.

3. Spanish/German are available in the first year of the B.Comm. programme. A limited number of students may transfer to the second year of the B.Comm. International on the recommendation of the Discipline concerned and conditional on passing first commerce and achieving a satisfactory performance in the language.

4. The Marks and Standards for the B.Comm. shall apply except that the year abroad will operate on a "pass"/"fail" basis and Honours in the Final Year 2013/'14 will be calculated on the basis of 50% of the aggregate mark obtained in Second Year and 50% of the aggregate mark obtained in Final Year and are awarded in accordance with the following standard: First

Class Honours 70%; Second Class Honours Grade I 60%; Second Class Honours Grade II 50%. The Pass mark is 40% in each subject.

Honours in Final Year (from 2014/'15) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1	70% on the aggregate
H2.1	60% on the aggregate
H2.2	50% on the aggregate
H3	40% on the aggregate

Pass by compensation is not permitted in the following modules: SH102, SH140, GR140, GR141, FR105, SH212, SH216, SH355, GR222, GR356, FR255, FR256, FR355, FR356, IT334, IT341

6. Repeat examinations are scheduled in August for those students who failed examinations in modules of Semester 1 or Semester 2 or who otherwise had the School's permission to be absent. It is not allowable for students to be absent from the initial examination in a subject without the School's permission.

7. The number and level of subjects to be taken at the host International University must be determined in consultation with the Head of the J.E. Cairnes School of Business and Economics, NUI, Galway.

8. To graduate with the B.Comm. International students must accumulate a minimum total of 60 ECTS credits including 15 obligatory credits, 20 credits for the language and 25 other optional ECTS credits.

Schedule of Courses

First Year

AY104	Introduction to Financial Accounting	5ECTS	Semester 1
AY105	Introduction to Management Accounting	5ECTS	Semester 2
*EC139	Principles of Microeconomics	5ECTS	Semester 1
EC141	Principles of Macroeconomics	5ECTS	Semester 2
MA119	Mathematics for Business	5ECTS	Semester 1
MA109	Statistics for Business	5 ECTS	Semester 2
MS120	Business Information Systems	5 ECTS	Semester 1
MS121	Business Info. Management	5 ECTS	Semester 2
MG110	Introduction to Management	5 ECTS	Semester 1
MK101	Introduction to Marketing	5 ECTS	Semester 2

FR105	French	10 ECTS

	or	
GR141	German Language I (Advanced)	10 ECTS
	or	
GR140	German Language I (Beginners)	10 ECTS
	or	
SH140	Spanish Language I (Intermediate)	10 ECTS
	or	
SH102	Spanish Language I (Beginners)	10 ECTS

*Economics modules also available through Irish – subject to demand

Total credit units required: 60

Second Year

Semester I	*ECTS*	*Semester II*	*ECTS*
AY207 Management Acc. I	5	AY208 Business Finance I **or** MG325 Employment Relations	5 5
EC209 Managerial Economics	5	EC213 Macroeconomics **or** LW190 Business Law 1	5 5
MA217 Statistical Methods for Business	5	Language (French, German, Italian or Spanish)	15
MG308 Organisational Behaviour	5		
MK207 Action Marketing	5		
Language (French, German, Italian or Spanish)	5		

In addition students must select **one** course from the following list of options each of which is valued at 5 ECTS:

AY209	International Financial Reporting I	(Semester II)
EC259	Economics of Public Policy	(Semester II)
or		
EC247	Introduction to Financial Economics	(Semester II)
MA218	Advanced Statistical Methods for Business	(Semester II)
MG206	Management of Organisational Change	(Semester II)
MK206	Consumer Behaviour	(Semester II)
MS203	Information Systems Management	(Semester II)

Total credit units required: 60 (55 obligatory and 5 optional)

Third Year (Year Abroad)

The number and level of subjects to be taken at the host university must be determined in consultation with the Head of the J.E. Cairnes School of Business and Economics, NUI, Galway.

Fourth Year

Obligatory Courses

Semester I		*ECTS*
EC423	Ireland in the Global Economy	5
	Language (French, German, Italian or Spanish)	5
Semester II		
MG334	Strategic Management	5
FA318	Innovation, Creativity & Enterprise	5
	Language (French, German, Italian or Spanish)	15

In addition, students must select optional courses with a minimum credit weighting of 25 ECTS credits from the modules as listed in the subject streams and list of electives; courses chosen from outside the list of electives must come from a single subject stream.

Outline of Language provision

Studies in French, German, Spanish and Italian will focus on:-

(a) the study of the contemporary language in both the written and spoken forms and aural comprehension, with special emphasis being placed on the register and communication skills appropriate to business studies.

(b) the study of the contemporary society and institutions of the countries whose languages are being studied.

REGULATIONS FOR COURSES OF STUDY AND EXAMINATIONS LEADING TO THE DEGREE OF BACHELOR OF COMMERCE ACCOUNTING (B.Comm. Accounting)

General
Candidates for the Degree of Bachelor of Commerce (Accounting) shall be required to pass the University examinations of the First, Second and Final years of the programme. The examinations of each year must be passed within two academic years of commencing the programme of study for that year.

Regulations for First Year: .

1. *Course Modules for First Year:*

Semester I:

Code	Module	ECTS
EC139	Principles of Microeconomics*	5
AY130	Finanical Reporting	5
MS120	Business Information Systems	5
MA119	Mathematics for Business	5
MG110	Introduction to Management	5
FA120	Skills to Succeed	5

Semester II:

Code	Module	ECTS
EC141	Principles of Macroeconomics*	5
AY120	Accounting	5
MS121	Business Information Management	5
MA109	Statistics for Business	5
MK101	Introduction to Marketing	5
LW190	Business Law I	5

Total ECTS = 60

(* Economics through Irish is also available).

2. A candidate must have successfully completed 60 ECTS in First Year to proceed to the Second Year of the Programme. The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

3. Honours are awarded only on the aggregate performance to candidates who have successfully completed 60 ECTS, in accordance with the following standard: First Class Honours, 70%; Second Class Honours Grade One, 60%; Second Class Honours Grade Two, 50%; Third Class Honours, 40%.

4. *Repeat Examinations:* Repeat Examinations are scheduled in August for those students who failed the Summer examinations or who otherwise had the School's permission to be absent. It is not allowable for students to be absent from the initial examination in a module without the School's permission.

5. It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

Regulations for Second and Final Years

1. Graduation:

To graduate with the B. Comm. (Accounting) Degree, the student must accumulate a total of 60 ECTS credits in each of Second and Final Years.

2. *Honours*

Honours in Final Year (from 2013/'14) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1 70% on the aggregate
H2.1 60% on the aggregate

H2.2 50% on the aggregate
H3 40% on the aggregate

3. Compensation
A candidate must have successfully completed 60 ECTS in Second Year to proceed to the Final Year of the Programme. The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

4. Honours are awarded only on the aggregate performance to candidates who have successfully completed 60 ECTS, in accordance with the following standard: First Class Honours, 70%; Second Class Honours Grade One, 60%; Second Class Honours Grade Two, 50%; Third Class Honours, 40%.

5. *Time Limit*
Students must accumulate a total of 60 ECTS credits in Second Year within two academic years of having passed the First Commerce Examination. The 60 ECTS credits must include the obligatory courses specified.

6. *Repeat Examination*s
Repeat examinations are scheduled in August for those students who failed examinations in modules of Semester 1 or Semester 2 or who otherwise had the School's permission to be absent. It is not allowable for students to be absent from the initial examination in a subject without the School's permission.

7. It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

Schedule of Course Modules for the Second and Third Years of the B.Comm. (Accounting) Programme

Second Year:

Semester I		ECTS	Prerequisites
MA217	Statistical Methods for Business	5	
EC209	Managerial Economics	5	
AY207	Management Accounting I	5	
FA206	Skills for Work Life	5	
AY324	Auditing, Assurance & Governance	5	
AY325	International Financial Reporting II	5	
		30	

Semester II		ECTS
AY326	International Financial Reporting III	5
AY208	Business Finance I	5
EC213	Macroeconomics	5
MS217	Information & Operations Management	5
Two Electives from the following:		
MS117	Information Systems and Project Management	5
MG325	Employment Relations	5
MK206	Consumer Behaviour	5
EC259	**Economics of Public Policy**	**5**
or		
EC247	**Introduction to Financial Economics**	**5**
*CI200	Doing Business in China – Language and Culture I	5
MA218	Advanced Statistical Methods for Business	5
LW290*	Business Law II *(pre-req. is LW190 Business Law I)	5
		30 ECTS

*CI200 is offered subject to available resources, class size is limited to 40 students. No change of mind facility offered for these modules. Students must attend from the start of week 2 of term at the latest.

Third Year:

Semester I		ECTS
AY536	Advanced Financial Accounting	5
AY321	Management Accounting II	5
AY308	Taxation I	5
		15

One Elective from the following:

LW423	Advanced Business Law	5
LW377	Company Law I	5

Two Electives from the following
(subject to timetabling constraints)

AY327	Accouting Internship	5
EC423	Ireland in the Global Economy	5
EC422	Applied Econometrics	5
EC369	Money & Banking	5
EC345	Health Economics	5
EC425	Topics in Microeconomic Theory	5
IE309	Operations Research	5
MS321	Web & Interactive Media Design	5
MS414	Business Intelligence & Analytics	5
MS403	Information Systems Strategy & Planning	5
MS325	Contemporary Project Management	5
MG308	Organisational Behaviour	5
MG328	Human Resource Management	5
MG307	New Enterprise Development	5
MK311	The Marketing of Services	5
MK314	Media & Marketing Communications	5
LW427	European Union Law I	5
LW333	Comparative Competition Law	5
LW356	Industrial & Intellectual Property Law	5
LW377	Company Law I	5
LW364	International Trade Law	5
LW372	Insurance Law	5
LW382	International Business Law	5
LW374	Banking Law	5
IE226	Quality Management	5
*CI300	Doing Business in China – Language & Culture I	5

		10
		30

Semester II

AY322	Management Accounting III	5
AY314	Business Finance II	5
FA318	Innovation, Creativity & Enterprise	5
AY319	Taxation II	5
		20 ECTS

Two Electives from the following:
(subject to timetabling constraints)

EC362	Economics of Financial Markets	5
EC382	International Economics	5
EC386	Public Economics	5
EC424	Topics in Macroeconomic Theory	5
EC429	Marine Economics	5
MK303	Global Marketing	5
MK341	Brand Management	5
MS319	Enterprise Systems	5
MS223	E-Business Strategy & Practice	5
MG206	Management of Organisational Change	5
MG333	Cross Cultural Management	5
MG323	International Business	5
IE319	Operations Strategy	5
IE345	Logistics & Transportation	5
LW428	European Union Law II	5
LW426	EU Competition Law	5
LW378	Company Law II (Prerequisite: Company Law I)	5
LW364	International Trade Law	5
*CI301	Doing Business in China - Language & Culture II (Prerequisite: Lang. & Culture I)	5
		10
		30

*CI300 and CI301 are offered subject to available resources, class size is limited to 40 students per module. No change of mind facility offered for these modules. Students must attend from the start of week 2 of term at the latest.

Fourth Year:

Semester I		ECTS
AY536	Advanced Financial Accounting	5
AY321	Management Accounting II	5
AY308	Taxation I	5
		15

One Elective from the following:		
LW423	Advanced Business Law	5
LW377	Company Law I	5

In addtion, students must select two optional modules with a combined credit weighting of 10ECTS from the modules listed in the 3rd year Semester I electives.

Semester II		
AY322	Management Accounting III	5
AY314	Business Finance II	5
FA318	Innovation, Creativity & Enterprise	5
AY319	Taxation II	5
		20

In addition, students must select 2 optional modules with a combined credit weighting of 10ECTS from the modules listed in the 3rd year Semester II electives.

Note: **The syllabuses for non-language courses are as listed hereunder for the First, Second and Final Years of the Bachelor of Commerce degree programmes.**

SYLLABI OF COURSES FOR FIRST YEAR

Introduction to Financial Accounting
The objectives of this course are to develop in students the skills necessary to interpret and use accounting and financial information in a business context. Topics may include but are not limited to: Accounting Information; The demand for financial information; Measurement and reporting of accounting information; The Principles of Accounting; Financial Analysis and Interpretation of financial information including ratio analysis and reporting assessments of financial performance and financial position.

Introduction to Management Accounting
The objectives of this course are to introduce students to context, theory and practice of Management Accounting. Topics may inlcude but are not limited to: Management uses of accounting information; Costing systems; Cost behaviour; Break-even and Profit-Volume analysis; Relevant costs and short-run decision making.

Principles of Microeconomics
This module is intended as an introduction to the principles of microeconomics. Microeconomics studies how rational people make choices in the face of scarcity and how these choices are coordinated by markets. We study how markets work to promote economic efficiency, and why markets sometimes fail.

Principles of Macroeconomics
Macroeconomics is concerned with the behaviour of the economy as a whole and considers aggregate economic variables such as national output, the general level of prices, unemployment and economic growth. The purpose of this module is to introduce students to the basic concepts of macroeconomics and to the principles of macroeconomic theory.

An Mhicreacnamaíocht
Is réamhrá é an modúl seo do Phrionsabail na Micreacnamaíochta. Déanann Micreacnamaíocht staidear ar an gcaoi a ndéanann daoine cinntí i gcomhthéacs ganntanas agus an chaoi a gcomhordaíonn an margadh na cinntí seo. Déanann an modúl staidear ar an gcaoi a n-oibríonn margaí agus cén fá go gcliseann margaí uaireanta. Déantar staidear ar iompraíocht táirgeoirí agus tomhaltóirí agus toradh atá ag cur isteach ar an margadh.

An Mhaicreacnamaíocht
Baineann Maicreacnamaíocht leis an geilleagar ar fad. Tugann sé tuiscint ar OTI (GNP), an leibhéal praghsanna, dífhostaíocht agus fás eacnamaíocht. Is é aidhm an modúl seo na tuiscint a thabhairt do mhic léinn ar na príomh prionsabail maicreacnamaíochta. Is é an réimse atá clúdaithe ná: h-athróga maicreacnamaíochta, an geilleagar sa fad téarma, an geilleagar oscailte, luainithe sa gear téarma, agus an Aontas Airgeadais na hEorpa.

Business Information Systems
The objective of the course is to provide students with a broad understanding of the fundamentals, and strategic importance of business information systems. Topics may include: fundamental differences between information systems and information technology; significance of globalisation and technology evolution; importance of information systems with respect to organisational decision-making; the evolution, importance and potential impact of eBusiness.

Business Information Management
The objective of this course is to advance students understanding of business information management by focusing on the current issues confronting organisations today. Topics may include: supply chain management and customer relationship management; emerging technologies; business intelligence; information systems design; decision making within organisations.

Mathematics for Business
The objective of this course is to develop in students the skills necessary to apply mathematical concepts in a business environment. Topics may include: Equations and Functions; Mathematics of Finance; Fundamentals of Calculus; and Optimisation.

Statistics for Business
The objective of this course is to develop in students the skills necessary to apply statistical concepts in a business environment. Topics may include:
Integration; Linear Programming; Multivariable Calculus; Descriptive Statistics; Probability; Data Collection and Sampling.

Introduction to Marketing
This course will provide students with an introduction to the fundamental concepts of marketing, including: a customer-orientated philosophy and structural framework for business, consumption and buyer behaviour, marketing research, segmentation, positioning and targeting. Knowledge of

these topics will act as an aid to marketing decision-making during their professional careers.

Introduction to Management
This course is an introduction to the principles of management. Students will be introduced to the purpose and challenges of the management of organisations. The course is structured around the four key management processes: planning, leading, organising and controlling.

Business Law I
The aim of this module is to introduce students to the fundamental principles of business law, particularly contract and sale of goods law and the legal framework within which commercial enterprises must operate in this regard. This will first require an understanding of the operation of the legal system in Ireland and the E.U. It is one of a sequential number of modules which highlight areas of commercial and business activity that have important legal implications for those involved.

Skills to Succeed
This course is designed to develop skills for students that are necessary for success in university life and subsequently in their working lives. Delivered using a blended learning approach, the course combines on-line activity, small group workshops and large group lectures to focus on areas such as improved social integration into the first year university commerce group and also on skills development across a broad range of areas: academic writing, academic research, creative thinking, problem solving, presentation skills, ICT skills and career planning.

Spanish/German
The study of the contemporary language in both the written and spoken forms, with special emphasis being placed on the register and communication skills appropriate to business studies, and the study of the contemporary society and institutions of the relevant country.

SYLLABI OF COURSES FOR THE SECOND AND FINAL YEARS

Accounting Internship
Students can choose to participate in an accounting internship between completion of second year and commencing their final year of studies in the B. Comm. Accounting Programme. It is the responsibility of the student to secure the internship position but this must be approved by the Programme Board.

Action Marketing
This course extends the student's understanding of core marketing concepts and practice, embracing the marketing mix, product, price, plan and promotion, marketing planning, services and international marketing. Knowledge of these

topics will act as an aid to marketing decision-making during their professional careers.

Advanced Business Law
This course builds on the foundational understanding of the law relating to commercial and business activity gained in Business Law. The course will develop an understanding of company law including: the legal nature of share capital, shares and shareholders, the financial structure of the company, company administration, principles of capital maintenance, corporate borrowing, insolvency principles and the application of relevant legislation. The law of tort, particularly as it applies in the business context including areas such as negligence, professional negligence and occupier's liability is covered at an introductory level. Other topics of importance in a business context are covered including: the nature and legal requirements relating to negotiable instruments, bills of exchange, cheques and promissory notes and the legal framework in which business/commercial enterprises must operate covering topics such as agency, hire purchase, leasing and insurance law.

Advanced Financial Accounting
Advanced topics of financial accounting including some or all of the following: Theoretical concepts in financial reporting; Regulatory issues and ethics for accountants; Advanced consolidation including joint ventures and associates; Cash flow statements, including consolidated cash flows; Accounting for partnerships; Accounts from incomplete records; Accounting for financial instruments; Impairment of assets.

Advanced Statistical Methods for Business
The objective of this course is to develop advanced skills in the application of statistical methods in a business environment. Case studies and practical work will form a major component of this course. Topics may include: Regression Modelling; Analysis of variance and covariance; Time Series Modelling; Statistics for Quality; Nonparametric statistics; Large data sets; new and emerging topics in statistical methods for business.

Applied Econometrics
The aim of this course is to give students a practical introduction to some of the main methods used by Economists to quantify relationships between economic variables. Using appropriate software and real data sets, theory learned in the classroom is quickly put into a practical context. Towards the end of the course students build their own Econometric model.

Auditing, Assurance & Governance

The objective of this course is to build on the student's understanding of the role and function of auditing and assurance services, to further explore the concept and practical expression of good corporate governance and business ethics and to examine the broader discourse on corporate social responsibility.

The module will cover the role of auditing and assurance, codes of practice, professional ethics, societal and stakeholder expectations and the regulatory and legal environment. In addition the module will seek to impart an understanding of the theory and practice of corporate governance, its role in the management of corporations and in the realization of their wider social responsibilities; topics covered will typically include an introduction to the basic principles and historical context of corporate governance, implications of governance failure, corporate governance reform in the UK and Ireland, corporate governance from a legal perspective, the role of the board and institutional investors, corporate governance and internal corporate processes and practices, international corporate governance, corporate governance and corporate social responsibility. Finally the module will explore contemporary issues and challenges with regard to the development of good corporate governance and the role of auditing and assurance.

Banking Law
The legal position and regulation of banks and the banker-customer relationship are explored in this course. The legal duties and liabilities of banks to customers and third parties are examined in relation to banking transactions, the provision of advice, and confidentiality requirements. The legal regulation of both electronic and paper-based banking will be considered.

Brand Management
This course explores the concept of branding through critical examination of the techniques used to build and maintain strong brands. The topic addresses the routes available for brand development, and the strategic options for brand building, from the perspective of the marketing manager. It also examines the role of brand name, design and media in brand building, and examines how brands are managed over time.

Business Finance I
Financial Management; Interpretation of Financial Statements; Management of Working Capital; Sources of Capital; Financial Institutions; The Stock Exchange; Capital structure and cost of Capital; Project Appraisal; Cost/Benefit Analysis: Valuation; Mergers and Acquisitions.

Business Finance II
Capital Structure Theory; Management of Capital Structure; Dividend Policy; Portfolio Theory and Capital Asset Pricing; Investment Decision under

conditions of risk and uncertainty; Cost of Capital; Adjustments to Cost of Capital for business risk and financial risk; The Leasing Decision; Mergers and Acquisitions. Long-term Sources of Finance.

Business Systems Analysis
The objective of this course is to develop in students an understanding of the nature and application of systems development analysis and design concepts and techniques. Topics may include: the systems development lifecycle; the role of the systems analyst; project planning (e.g. Gantt charts and network diagrams); feasibility analysis; requirements gathering techniques (e.g. interviews, observation, JAD, prototyping); structured analysis and design techniques, e.g. decision tables, dataflow diagrams, entity relationship diagrams; systems design.

Business Intelligence & Analytics
The objective of this course is to explore how analytics can improve the performance of organisations, and to understand the types of business problems that advanced analytical tools can address. The course introduces the students to core business analytic concepts and technologies such as, big data, data mining, data integration, data warehousing, and business intelligence. Students will also gain practical skills in predictive modelling and text mining.

Chinese for Business – Language and Culture I & II
China's expanding economy and growing international trade relations make it an attractive consideration for many Western businesses. A knowldege of business culture, business etiquette, meeting protocol and other inter-cultural challenges will be required to maximise business opportunites. These modules are designed to prepare students to address these challenges. They focus on both the development of Chinese language skills and and understanding of Chinese culture and business. Chinese for Business – Language and Culture I is a **pre requisite for** Language and Culture II.

Cloud Computing
The objectives of this course are to develop an understanding of cloud computing in the overall strategy of businesses, and to examine the impacts of cloud computing for individuals and society. Topics may include: salient issues in cloud computing; cloud-based collaboration; cloud management & governance; Software/Platform/Infrastructure as a service; cloud security and identity; data storage in the cloud; mobile cloud; virtualisation; app development for the cloud; transitioning business to the cloud; impacts of cloud computing; emerging topics in cloud computing.

Company Law I & II

The Legal classification of organisations. Structures for the conduct of business, especially the single trader, partnership, company and the co-operative society. The formation of a company by registration under the Companies Acts. The concepts of corporate personality, limited liability, and ultra vires. The law relating to the Memorandum and Articles of Association. The definition, function and legal duties of company promoters and directors. The nature, issue, allotment and maintenance of capital. Mortgages, charges and receivership. Company membership, shares and debentures, share certificates and share transfers. Majority rule and minority rights. The law relating to company management, administration, mergers, take-overs, and monopolies, companies, capitalism, and industrial democracy. The EC company law harmonisation programme. The legal process and problems of company liquidation and dissolution.

Comparative Competition Law
The aim of the course is to familiarise students with the manner and extent to which the law operates to regulate the market behaviour of businesses, and to enquire into the validity and practical implications of such control. Systems to be studied in detail are those of the EC and Ireland with frequent comparative reference made to UK and US law.
Specific topics include the concept of and perceived need for competition, historical development of competition law, the various types of market structure and behaviour subject to control; the law relating to (i) restrictive trade practices, (ii) concentrations of economic power; procedural and enforcement issues.

Consumer Behaviour
Determining Buyer decision processes; economic , cultural and demographic influences on consumption, the role of social stratification and reference groups; the nature of the problem recognition process, search behaviour and information sources; alternative evaluation of choice. The course will examine the role of marketing in influencing each stage of the decision process.

Contemporary Project Management
This course will provide students with an in-depth understanding of Contemporary Project Management. Topics covered include project management practices, project management methodologies and standards, ethical project management, project performance, emerging and contemporary issues in IS project management.

Contemporary Issues in Information Systems
The objective of this course is to familiarise students with contemporary issues in Information Systems. Topics may include: IS Outsourcing, Globally

Distributed Teams, E-Government, IS Security and Business Ethics, IS to support Innovation, Open Source Software and other emerging topics.

Cross Cultural Management
This module aims to develop the awareness, skills and knowledge required to work in international context. The meaning of culture is explored by drawing on a range of national culture models and studies. These frameworks can be applied not only to national culture, but also to other cultural spheres – regional, industry, corporate and functional / professional. How national culture influences management practice is also explored. In particular the influence of national culture on the development and transfer of a wide range of HRM practices will be examined.

Database Technologies
The objective of this module is to provide students with an understanding of business and technical issues in the development of database systems. Topics may include: database management systems; data modelling techniques e.g. normalisation, entity-relationship modelling, class diagrams; logical and physical database design; data quality and integrity; data definition; Structured Query Language (SQL); transaction management; distributed databases; data security; emerging issues.

Development Economics
This course introduces the student to the major theories of economic development which have influenced the development of contemporary development economics. The central focus is the analysis of factors contributing to economic development in general, but in particular in low-income countries, primarily located in Africa, Asia and Latin America. The major theories examined include: the historicist (linear-stages) theories; structural change (inter-sectoral) theories; neoclassical dependency theories; neoclassical (new political economy) theories; new growth theory. In addition a number of current issues will be examined including: polulation, trade and development, foreign direct investment, globalization.

E-Business Strategy & Practice
The objective of this module is to explore the strategy and practice aspects of e-business contemporary, business and public sector environments.
Upon completion of this course you will be able to:

- Demonstrate a capacity for critical thinking with respect to eBusiness
- Demonstrate comprehension of the business models and frameworks that underpin e-Business

- Demonstrate a critical understanding of the role of e-business in shaping the macroeconomic environment
- Critically evaluate the innovative impact of e-business for business, education, government, society and the individual
- Discuss the importance on social media for collaborative business
- Evaluate opportunities for establishing e-business ventures
- Demonstrate a broad understanding of the core technologies underpinning current e-business activities
- Competently present, discuss and evaluate several case studies that illustrate aspects of e-Business strategy, implementation and practice

Economics of Financial Markets
The objective of the course is to introduce students to the concepts of financial markets (bond, equity and foreign exchange) and financial instruments as well as interest rate determination for various financial instruments. In addition, economic theories of the short term and the long term interest rate determination will be covered.

Economics of Public Policy
This course is designed to serve three interrelated goals. It provides the analytical foundations for an exploration of the appropriate balance between private and public provision in modern democratic economies. This requires prior examination of models of efficient allocation followed by an exploration of the economic rationale for government intervention. Theories of public production and bureaucracy are part of this exploration. Second, it examines the trade off between efficiency and equity in the formulation and implementation of public policy. This requires consideration of theories of social justice and their application to real world decision-making in the modern welfare state. Finally, the course examines the practice of public policy, including an analysis of selected public expenditure programmes, preceded by a presentation of the theoretical foundations of cost benefit analysis.

Employee Relations: Rights and Obligations
The objective of this course is to familiarise students with the principal Industrial Relations legislation in Ireland, including both collective and individual aspects of labour law, the influences of European legislation, and how this legislation affects the practices and processes in the Management of Human Resources.
Topics include: the contract of employment, working time, dismissal and protection of employment, employment equality, parental leave, occupational health and safety, worker participation, industrial relations and conflict.

Employment Relations
The objective of the course is to introduce students to (a) the system of Industrial Relations in Ireland, (b) International and Comparative Industrial Relations and (c) the functions of the Personnel/HR Department.
Topics include: the contexts of employee relations in late 20th century Ireland; the main participants in Irish I.R.; the principal alternative ideologies; the structures, rules and processes of the Irish system; International and comparative Industrial Relations; the roles and functions of Personnel/HR Management Department.

Enterprise Systems
The objective of this course is to develop students understanding of Enterprise Systems in Business. Topics include: Information systems in the functional areas including information systems to support finance, marketing, human resources, and manufacturing. ERP systems, frameworks for deploying ERP, Benefits realisation in the ERP setting, Strategic enterprise management systems and emerging directions in ERP.

Environmental & Natural Resource Economics
This course looks at the relationship between economic activity and the natural environment. It deals with such topics as the exploitation of natural resources, environmental pollution and the natural environment as a source of enjoyment. It also discusses the notion of sustainable development. 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

EU Competition Law
An introduction to the Economics of Competition:

Article 85:	Vertical and Horizontal Agreements;
Article 86:	Abuse of a dominant position;
Articles 92-93:	State Aids;
Article 91:	Anti dumping

Examination of relationship between EU and national legislation.

European Union Law I
The course is an introduction to the role of the institutions of the European Union in promoting European integration. Consideration is given in particular to the functions of the Commission, the European Parliament, the Council and the Court of Justice. Comparative reference is made to the institutional development of other European organisations, such as the Council of Europe.

European Union Law II

The course deals with the substantive law of the European Union. Particular emphasis is given to the basic freedoms of Community law: the free movement of goods; the free movement of persons; the freedom of establishment; the freedom to provide services; the free movement of capital; and the free movement of payments. Consideration is also given to Union policies such as competition policy, the common agricultural policy, regional policy, industrial policy and social policy.

International Financial Reporting I
The objectives of this course are to complete the development of the accounting skills necessary to allow students to progress to more advanced study of Accounting, and to introduce students to the environment and practice of Financial Reporting.
Topics covered will include: Review of conventional accounting measurement and reporting, the accounting process, and double entry systems; Preparation of Final Accounts from the Trial Balance; Adjustments; Accounts from incomplete records; Computer-based accounting systems. The regulatory Framework of Financial Reporting; Introduction to legislative and other requirements for company reporting; Preparation of final accounts for Companies.

International Financial Reporting II
The objectives of this course are to introduce students to some more complex problems in accounting practice, to review alternatives to conventional historic cost accounting and to provide an introduction to auditing.
Introduction to Group Accounts and to Accounting for Associated Companies; Critical evaluation of selected Accounting Standards; Alternative Income and Valuation Models; Introduction to the external Audit function in relation to company accounts.

International Financial Reporting III (prerequisite: Int Fin Reporting. II)
The objectives of this course are to develop in students an awareness of the methods available for dealing with advanced problems of Financial Reporting and to consolidate their ability to prepare and analyse company financial statements.
Problems in Group Accounts; Accounting for Foreign Currency Translations; Accounting for Leases; Taxation in Company Accounts (particularly Deferred Taxation); Further review of Accounting Standards; Review of the preparation and analysis of Company Financial Statements.

Financial Management I
Financial Management; Interpretation of Financial Statements; Management of Working Capital; Sources of Capital; Financial Institutions; The Stock Exchange; Capital structure and cost of Capital; Project Appraisal; Cost/Benefit Analysis: Valuation; Mergers and Acquisitions.

Financial Management II
Financial strategy development; Financial services legal and regulatory environment and corporate governance; Investment decisions; strategic financing decisions; Risk decisions; Business valuations

Financial Management III
Capital Structure Theory; Management of Capital Structure; Dividend Policy; Portfolio Theory and Capital Asset Pricing; Investment Decision under conditions of risk and uncertainty; Cost of Capital; Adjustments to Cost of Capital for business risk and financial risk; The Leasing Decision; Mergers and Acquisitions. Long-term Sources of Finance.

Global Employment Relations
The objectives of this course are, first, to examine the growing field of international regulation of industrial relations and labour standards and, second, to pursue a comparative analysis of the framework, conduct and performance of industrial relations in a number of selected countries. The international section of the course will document and interpret the emergence of a European 'system' of industrial relations as a counterpart to the development of the single market and the impact on labour market institutions and practices in the member states. It will also study the operation of international bodies such as the International Labour Organisation and review the development of international labour standards. The comparative section of the course will 'benchmark' and compare Ireland's industrial relations system with those of other industrialised countries. By the end of the course, students will have an understanding of the global context of industrial relations, in particular the role of European Union legislation and policy, as well as the institutional framework and operation of industrial relations in a number of EU and non-EU countries. Students will also be aware of the theoretical models used for the comparison and assessment of different industrial relations systems, and their application to Ireland.
Global Marketing
The objective of this course will be to provide students with an introduction to international marketing through study of the international marketing environment and the decisions which are required to develop international markets. The course will focus in particular on analysis of international markets and decision making in the international environment. International market analysis will include study of the data sources currently available on international markets, methods of screening export markets, and export marketing research. International marketing management-coverage will include product development and adaptation for exporting, international distribution, pricing and promotion strategy formulation and implementation. The course will include an analysis of Irish export marketing performance and will in

general have an orientation towards the Irish exporter. The course will be taught mainly by non-lecture forms of instruction. Students will be expected to undertake projects and case studies which will form the major course activities.

Health Economics
This course covers the following topics: health care as an economic commodity; agency in health care; the demand for health; economic evaluation of health care programmes; output measurement for resource allocation, hospitals, technology and the supply of health care; equity in health care; and the financing of health care. In addition, students must do an essay on a specific health economics problem.

History of Economic Thought
This course provides a comprehensive introduction to the history of economic thought. It begins with an introduction to the history of thought in the ancient and medieval worlds and proceeds through mercantilist thought, the Physiocrats, Smith, Ricardo, Marx, the marginal revolution, theories of monopoly capital, and Thorstein Veblen to John Maynard Keynes. The student is introduced to the concept of the paradigm in the history of thought. The relationship of changes in thought to changes in the real economy is emphasised.

Human Resource Management
The objective of this course is to enable students to understand and apply appropriate human resource policies and practices. Topics include: personnel policy choice; human resources and the economics, political, legal and business environments; resourcing; reward, relations; and training and development.

Industrial and Intellectual Property Law
This course will examine the legal protection granted by statute and the common law to industrial and intellectual property. It will examine patent law, copyright and trade mark law, beginning first with an examination of the economic justification for such rights and then proceeding to examine the different sections in detail. Consideration will also be given to breach of confidence and EC competition law as it bears upon intellectual property rights.

Information and Operations Management
The course is designed to develop students' understanding of enterprise information and operations management. Students will learn how firms are managing business processes and enabling innovation with the use of complex technology infrastructures. The course will focus on how information and operations management create, support, and sustain both global and smaller

enterprises. Topics will include: Understanding Enterprise and Business Processes; Enterprise Systems; Business Intelligence; Global Collaboration and Social Networking; Innovation and ICT; Information Security and Data Intergrity; Supply Chain Management; Designing Operations; Operations Management; and emerging issues in information and operations management.

Information Systems Innovation
The objective of this course is to develop in students an understanding of innovation and innovation strategy, the management of innovation projects, and the impacts of innovation in Information Systems and technology-based contexts. Topics may include: importance of Information Systems and Technological innovation, sources of innovation, innovation types, market entry, developing new enterprises, strategy and systems innovation, protecting innovation, choosing and managing innovation projects, impact of innovation, new and emerging issues in Information Systems and Technological innovation.

Information Systems Management
The objective of this module is to explore Information Systems (IS) management and implementation issues. Topics to be covered include: IS as a socio-technical system; the impact of IS on business; how IS changes the competitive landscape; planning for the use of IS resources; value creation and IS creating value with IS in the modern landscape; appropriating value over the long term; justifying the IT investment; development and implementation; modern systems and trends.

Information Systems Project Management
The objective of this course is to develop in students an understanding of the fundamentals of project management in an Information Systems context. Topics may include: Project Planning and Organisation; Project Strategy; Assistive Technologies for Project Management; Project Scheduling, Monitoring and Control; Configuration Management; Project Lifecycles; Success Factors and Risk; Project Maturation; Stakeholders; Leadership; Project Communication; Collaboration and Teamwork; Process Improvement; Project Evaluation; Software Quality Management; emerging topics.

Information Systems Strategy and Planning
The objective of this course is to develop an understanding of the roles of information systems strategy and planning in the overall strategy of businesses. Topics may include: aligning information systems with business and organisational strategy; information systems strategy; strategic information systems planning and management; information systems value creation and appropriation, information systems and the design of work; strategic IT

architectures and infrastructures; ethics in IS strategy and planning; emerging topics in information systems strategy and planning.

Innovation, Creativity & Enterprise
Individuals, organisations, society and the economy are impacted at an ever-increasing rate by new and changing products, technologies, services, processes and norms.

This course aims to introduce students to the theory and practice of innovation in organisations, society and the economy. The course will highlight current thinking and recent developments with respect to innovation across a range of business disciplines. While focusing on innovation within organisations, entrepreneurship and the impact of innovation on individuals and society will also be included. It is designed to educate students to recognise and develop opportunities for innovation in response to organisational challenges.

Insurance Law
This course examines the general principles of insurance law, the regulation of insurance business and the insurance contract. Aspects which are examined in detail include the important issues of non-disclosure, misrepresentation, and breach of conditions and warranty. The course will also examine important aspects of selected types of insurance as prescribed from time to time.

International Business
International Business combines the science and art of business management with many other disciplines such as economics, anthropology and political science. The evolution of international business as an identifiable academic discipline is as a direct consequence of the growth of multinational business organisation and the emergence of what is widely termed the global economy. This course aims to guide the student in understanding the arena in which international business is conducted. It ranges from micro issues of staffing and strategic management to macro issues of political, economic and sociocultural analysis. By the end of the course, students should be able to identify, analyze, and understand the organizational impact of a wide variety of global management issues. In addition, students should be able to develop broad, strategic solutions and/or plans of action in response to any combination of market, political, socio-cultural, and /or competitive global force.

International Business Law
This course is an introduction to the law and practice relating to private international business agreements. The course traces an international business agreement from formation through to dissolution. Issues examined include: methods of formation (such as licensing and distributorship); insurance and financing; host and home country controls on the agreement through antitrust,

health and safety, marketing and other laws; and methods of conflict resolution, such as arbitration.

International Economics
This course will address issues relating to the causes and consequences of the international exchange of goods, services and money. The effect of government policies on international exchange and the welfare of countries will also be explored. There are two distinct halves to this course. The first part is devoted to the real economy and the approach is microeconomic. The second part looks at macroeconomic aspects of open trading economies with a special emphasis on countries of the European Community.

International Trade Law
This course examines the legal framework of the international trade system. The ways in which a State may encourage or frustrate trade are considered such as most favoured nation clauses, national treatment clauses, escape clauses, dumping and export subsidies. Particular attention is devoted to the roles of the General Agreement on the Tariffs and Trade (GATT), the International Monetary Fund, and, in the context of North-South trade relations, the United Nations Conference on Trade and Development (UNCTAD).

Introduction to Financial Economics
The aim of this course is to provide a general introduction to financial institutions, markets and instruments. The course examines the roles of the principal types of financial institutions in the retail, wholesale and international banking, building society, and finance house sectors; the principal investment institutions; the basic structure and operation of the principal Irish and global financial markets: equity, bond, money, foreign exchange, futures and options markets. This course is also designed to introduce the basic principles of financial economics by examining the relationship between finance and the real resources and objectives of an organization; agency theory; and the theory of the maximisation of shareholder wealth. Finally, the course provides an introduction to investment analysis by developing an understanding of the economic characteristics of the principal forms of financial instrument issued or used by companies and the ways in which they may be issued and valued; and the characteristics and uses of financial futures, options, and swaps.

Ireland in the Global Economy
This course draws upon economic theory and empirics to consider Ireland's evolving role in the global economy, insofar as this constitutes an essential part of the context within which government, enterprises and citizens operate, and their behaviour understood and evaluated. Central themes in the course are the

nature and extent of the integration of product and factor markets, the operation of domestic and supra-national institutions in managing that integration and their conduct of economic policy. Particular themes may include a survey of contemporary developments in the Ireland and the global economy, the applied economics of economic growth and innovation, the economics of human capital and labour markets, fiscal policy institutions and strategies, and European economic and monetary integration.

Lean Principles for the IS Professional
The objectives of this module are to examine, in-depth, the role of the IS Professional in contemporary organisations and to develop an understanding of how Lean principles can be applied in the IS role. Contemporary IS managers are required to blend technical competence with business knowledge in highly complex and fast changing environments. This requires the IS Professional to have developed a diverse set of management and operative skills.

Logistics and Transportation
This course deals with the logistics and transportation approach to the management of business. The students will study the supply chain and learn how elements of the supply chain work together an integrate with other organisational aspects.

Macroeconomics
Basic concepts of National Income Accounting. Aggregate Demand and Supply. Equilibrium and disequilibrium. Saving-Investment relationship. Consumption function. The multiplier. The determinants of investment. Liquidity preferences and theory of interest. The principle of acceleration. The Government sector and National Income and Output. Foreign trade and the national income. Balance of payments. Exchange rates. Incomes, output, employment, prices. The classical theory. Keynesian and Post-Keynesian theories. General Price Level. Index numbers. The inflationary process. Economic growth. Investment and employment. Cyclical fluctuations. Monetary and fiscal policies.

Management Accounting I
The objective of this course is to introduce students to the concepts and techniques of Management Accounting. Topics considered will include Profit-Volume Analysis; Accounting Data for Decisions; Marginal Cost and Cash Flow Concepts in Decision Making; Long-run Decisions; Standard Costing and Budgetary Control Systems; Behavioural Aspects of Control.

Management Accounting II (prerequisite: Management Accounting I)
The objective of this course is to extend the student's understanding of the concepts and techniques of management accounting.
Topics covered will include: Cost Estimation and forecasting techniques, including regression and learning curve models. Product cost accounting: absorbtion and variable costing, service department costs, joint and by-product costing. New technology and costing systems: backflush costing, throughput accounting, and activity-based costing. Non-financial performance measures. Control systems, behavioural implications of control, incentive schemes. Performance reporting and control in divisionalised companies.

Management Accounting III (prerequisite: Management Accounting II)
The objective of this course is to provide students with a detailed understanding of advanced issues in costing, control and management accounting.
Topics covered will include: Transfer pricing. Contingency theory. Process costing. Cost information and uncertainty: value of information, competitive bidding, variance investigation. Portfolio analysis, multiple-product cost-volume-profit analysis under uncertainty. Agency theory. Accounting controls and non-accounting controls in organisations. Theoretical structures of management accounting. Emerging issues in management accounting.

Marine Economics
This module will introduce students to economic analysis used to evaluate specific marine policies in the areas of marine tourism and recreation, shipping, offshore energy production, aquaculture, fishing, coastal development, and marine ecosystem service provision

Management of Organisational Change
The objective of the course is to provide students with a broad introduction to the disciplines of Organisational Development and the management of change. Topics include: The diagnosis of organisational position in the environment; History of Organisational Development (O.D.); O.D. consulting process; The introduction, adoption and implementation of successful change in organisations.

Managerial Economics
Review of microeconomic aspects of First Year Course in Introductory Economics, and in greater detail the following:— Demand Analysis: Individual consumer behaviour, market, demand, cross demand, elasticity. Utility approach: Indifference curve analysis. Production: production functions, cost of production, isoquants, application of supply and demand analysis. Market Structures: purely competitive market, market equilibrium, the theory of the firm, monopoly pricing and output decisions under monopoly and under perfect competition, imperfect markets, monopolistic competition. Income

distribution: factor markets and determination of factor prices. General equilibrium. Welfare economics.

Marketing Languages: Italian in Secondary Schools
In this service learning module we will identify elements of Italian culture which can be of interest to secondary school students and will organise meetings, projects and activities aimed at marketing Italian in secondary schools. Students will also be responsible for updating and maintaining the website www.italianliving.org. The course will be assessed through project note. **There is an attendance requirement of at least 75%. Students who attend less than 75% of required lectures will be deemed to have failed the module.**

Marketing Policy and Strategy (prerequisite: Marketing Research)
This course will build upon the basic marketing principles covered in Marketing I. It will take a practical approach and will place particular emphasis on the application of principles and techniques to actual marketing problems by use of the case method. Areas to be covered include marketing research, consumer behaviour, the variables in the marketing mix, and international marketing. Student projects in marketing will form an additional dimension of the course.

Marketing Research
Scientific method and research design; formulating marketing research projects; data collection methods for secondary and primary data; sampling methods in marketing research; questionnaire design; attitude measurement; experimentation; data analysis; reporting research findings; applications to practical marketing problems.

Media and Marketing Communications
Marketing and promotions methods; the nature of communication; consumer behaviour implications; promotional objectives and budgeting; advertising, including theme development; media choice and strategy; message content and measuring advertising effectiveness; personal selling; management of sales promotion and merchandising; public relations; planning, implementing and controlling a promotional programme. An evaluation of how certain Irish businesses and organisations use promotional methods. Throughout the course emphasis will be placed on the promotional methods that could be used by smaller Irish companies.

Money and Banking
The objective of the course is to discuss the significance of financial intermediaries in modern financial structures and the issues arising from bank regulation and deregulation. In addition, theories of money supply, money

demand and the impact of monetary policy on economic activity and inflation will be discussed.

New Enterprise Development
The objectives of the course are: to give students an understanding of entrepreneurship which may be of particular benefit to those students after they graduate either directly or indirectly (as an administrative entrepreneur/ employee in a financial or development agency); and to give students an understanding of the management of the small company, to learn about its methods of operation, thus providing an opportunity to evaluate the experience in the context of their own future career. The following topics will be dealt with: Overview of entrepreneurship. Innovation and entrepreneurship. Understanding the stages of the start-up process. Searching for venture opportunities. Matching an individual or team with a venture situation. Project analysis-market analysis, technical analysis, financial analysis. Preparation of the business proposal/plan. Evaluating sources of finance. Structuring the business. Managing operations. Developing the capabilities required in the new enterprise.
Use will be made of a number of teaching methods — student projects, case research, case studies, group discussions, workshops and lectures.

Operations Research
Mathematical modelling approach to managerial decision making; Problem Formulation; Linear Programming, Network Analysis; Special algorithms of linear programming; Integer Programming; Dynamic Programming; Decision making under uncertainty.

Operations Strategy
Operations and production management as a competitive weapon; Long term benefits of modern manufacturing in the areas of quality, flexibility, market response and customer satisfaction; product/process decisions; management of technology; productivity and its measurement in modern manufacturing and service industries. Components of operations strategy; Use of analytical techniques; Writings of Hayes, Meredith, Porter, Schroeder, Skinner and Wheelwright. Case Studies.

Organisational Behaviour
The object of the course is to provide students with such theoretical background in the behavioural sciences as will facilitate a deeper understanding of people in work organisations. The course will make use of the case method in covering the following topics: Perception. Attribution. Personality. Communication. Motivation. Stress. Individual development. The case method is covering the following topics: Perception. Attribution. PerCommunication. Motivation. Stress. Individiual development. Leadership.

Power. Group effectiveness. Intergroup relations. Organisational structure. Contingency designs. Work design. Organisational change.

Public Economics
The aim of this module is to introduce students to the role that public sector plays in influencing resource allocation in a market economy. We will focus on the set of normative rules to guide public sector decision-making using tools of modern welfare economics. On the other hand, we will also show that public economics involves the positive study of how the activities of government (for example taxation, transfers, expenditures) influence resource allocation, relative forces and welfare in the economy.

Quality Management
Quality Control/Assurance, Quality Management Systems, documentation, audits, standards (ISO9000:2000). Total Quality Management, human resource issues, sourcing policy. Qualty Costs. Problem solving tools. Benchmarking and Quality Function Deployment.

Skills for Work Life
This one-semester course is designed to improve student employability and preparation for the workplace by developing a set of practical skills that form the basis for effective working life. Delivered using a blended-learning approach the course combines; on-line activity, small group workshops and large group lectures to focus on areas such as; self-awareness, communication, teamwork, presentation and career management skills. Learning and skill development from this course is then integrated into other courses that are part of the commerce degree programme.

Statistical Methods for Business
The objective of this course is to develop in students the skills necessary to apply statistical concepts in a business environment. Topics may include: Statistical inference and hypothesis testing; Inference for means; proportions and regression; Linear and multiple regression; Correlation; Statistical estimation; Time series; new and emerging topics in statistical methods for business.

Strategic Management
This course covers the content, context and process of strategy in different organisational contexts. The course explores the concepts, theories and techniques on which strategic management in the business sector is based and explores their application in a wide range of business settings. The design, implementation and maintenance of strategic planning systems and strategic thinking are central issues of concern throughout the course.

Strategic Management Accounting
Accounting information for strategic management. Cost information for strategic purposes, including target costing, value chain costing, and activity based cost management. Strategic pricing and revenue management. Customer accounting. Strategic performance management. Competitor accounting. Emerging issues in strategic management accounting.

Taxation I
The purpose of this course is to introduce students to the principles and practice of taxation. Principles of taxation. Structure and administration of the Irish tax system. Practical application of the principles of Irish tax legislation and case law in relation to Income tax and Value added tax. Introduction to pay related social insurance and levies. Basic principles of Corporation tax.

Taxation II (prerequisite: Taxation I)
The objective of this course is to extend the student's knowledge of the areas of taxation covered in Taxation I and to introduce the student to the Capital Taxes.
Topics covered will include: Principles of Taxation. Practical application of the principles of Irish tax legislation and case law in relation to Income Tax, Corporation Tax, Value Added Tax, and Capital Gains Tax. International aspects of taxation, including double taxation treaties.

Taxation III
Corporation tax including tax credits for R&D; Anti-avoidance legislation; Losses; Companies in Liquidation; Distributions; Dividend withholding tax; Groups; Capital Gains and Taxation of Investment Companies.
Capital Acquisitions tax including the meaning of gifts and inheritance; territoriality rules; computation of liabilities; exemptions and reliefs; interaction with CGT; treatment of certain limited interests, free use of property; disclaimers and accountable persons rules; gifts from companies. Administration, payment and filing.
Stamp duty including general principles, rates, treatment of gifts and sales of assets; property transactions, Reliefs; Administration, payment and filing.

The Marketing of Services
Services is now the dominant and growing sector of most economies. Services Marketing however is subtly different and more complex than marketing physical products. This course examines the key issues in Services Marketing including External, Relationship and Internal Marketing; Service Quality; Marketing Research in Services; The Services Marketing Mix; Possible Organisation Structures; Marketing Professional Services; Future Trends.

Topics in Macroeconomic Theory
This course explores the theoretical foundations of Open Economy Macroeconomics. In the first part of the class topics may include exchange rates and their relation to countries' trade flows interest rates and money supplies. An integrated model illustrates the importance of expectations formation for determination of equilibrium in the FOREX market, while other concepts explore the purchasing power parity theory of exchange rates and the importance of price levels and inflation for long run real exchange rates. The class will examine how the real exchange rate relates to demand for countries output, and discusses how fiscal and monetary policy, and permanent macroeconomic changes, may influence the current account balance. In the second part of the class, topics may include more detailed discussion of the impacts of domestic and international policy: we first review the history of large economy's macroeconomic policies and international agreements designed to stabilize currencies; next the domestic and internationally transmitted effects of policy in a floating exchange rate setting; and the theory optimal currency areas, and finally we discuss the EU experience and emerging issues.

Topics in Microeconomic Theory
This module provides an introduction to the central concepts of non-cooperative game theory and social choice theory.
On completion of this course, students should be able to have a basic understanding of important concepts such as Nash equilibrium, normal form and extensive form games, dynamic games, subgame perfect equilibrium, repeated games, Arrow's impossibility theorem, Sen's impossibility theorem, the Gibbard-Satterthwaite theorem, strategic voting, strategy-proof mechanisms and demand-revealing processes.

User Experience Design
It's becoming increasingly important to provide users with a positive user experience when interacting with systems. User experience (UX) is how a person feels when interfacing with an interactive system.

User Experience Design is a broad term used to explain all aspects of designing for the user's experience with the system and refers to the application of user-centered design practices to generate cohesive, predictive and desirable designs based on holistic consideration of users' experience

Web and Interactive Media Design.
The objective of this course is to provide students with applied skills in web and multimedia development and production. Topics may include: advanced

HTML (e.g. DHTML and XHTML); Web and Multimedia development tools (e.g. DreamWeaver, Flash,); multimedia databases; multimedia development and production concepts; interaction design; usability; web and multimedia project management; graphics development (e.g. Fireworks, Photoshop); animation; audio and video production and editing; new and emerging topics.

Work and Organisations

The objective of this course is to enable students to understand and apply critical labour process perspectives to contemporary management practices. It will focus on the modern workplace and assess the impact of organisational structure and design on the nature of the work. Topics include: the context of work in modern organisations; labour market and societal changes; control, consent and resistance in organisations; power; teamworking; and empowerment and industrial democracy.

BACHELOR OF COMMERCE ACCOUNTING (INTERNATIONAL EXPERIENCE)

The B.Comm. Accounting (International Experience) is a four-year version of the existing B.Comm. Accounting programme involving a one-year period of study at an approved university or third level institution outside the state and/or placement in an approved business environment.

The International stream is optional. Interested students must apply to the School of Business & Economics in their second year, by a date to be specified. The students selected would spend their third year abroad and on the successful completion of this year would take final B.Comm. Accounting in their fourth year.

Numbers accepted on the programme will be limited. The School of Business & Economics will determine both the selection of students and the particular university at which the student will spend the year abroad. Such decisions are based on the number of places available at host institutions as well as the student's academic and personal record.

The number and level of subjects to be taken at the host University must be determined in consultation with the B.Comm. Accounting Programme Director. Performance in examinations taken abroad will be integrated into the student's record in "pass"/ "fail" terms. Accordingly, in order for students to be admitted to Fourth Year, they must have achieved an overall result of "Pass" in Third Year (year abroad).

Where the requirements of the Year abroad are not successfully completed arrangements to proceed on a provisional basis may be applied and the deficiencies must be made up by the students in question presenting for such additional examinations and/or other exercises as determined by the School of Business & Economics

The regulations as set out in the Calendar and Marks and Standards for the B.Comm. Accounting programme shall apply except that Honours in the Final Year 2012/'13 & 2013/'14 will be calculated on the basis of 50% of the aggregate mark obtained in Second Year and 50% of the aggregate mark obtained in Final Year and are awarded in accordance with the following standard: First Class Honours 70%; Second Class Honours Grade I 60%; Second Class Honours Grade II 50%. The Pass mark is 40% in each subject.

Honours in Final Year (from 2014/'15) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1	70% on the aggregate
H2.1	60% on the aggregate
H2.2	50% on the aggregate
H3	40% on the aggregate

Fourth Year:

Semester I		ECTS
AY536	Advanced Financial Accounting	5
AY321	Management Accounting II	5
AY324	Auditing, Assurance and Governance	5
		15
One elective from the following:		
LW423	Advanced Business Law	5
LW377	Company Law I	5

In addition, students must select two optional courses with a combined credit weighting of 10ECTS from the modules listed in the 3rd year Semester I electives.

Semester II:		ECTS
AY322	Management Accounting III	5
AY323	Strategic Management Accounting	5
AY314	Business Finance II	5
FA318	Innovation, Creativity and Enterprise	5
		20

In addition, students must select two optional courses with a combined credit weighting of 10 ECTS from the modules listed in the 3rd year B. Comm. Accounting Semester II electives.

REGULATIONS FOR COURSES OF STUDY AND EXAMINATIONS LEADING TO THE DEGREE OF BACHELOR OF SCIENCE (BUSINESS INFORMATION SYSTEMS)

General

Candidates for the Degree of Bachelor of Science (Business Information Systems) shall be required to pass the University examinations of the First, Second, Third and Fourth years of the programme. Candidates must complete all examination requirements each year before proceeding the programme of studies of the following year. The examinations of each year must be passed within two academic years of commencing the programme of study for that year.

Regulations for First Year

1. The First University Examination must be passed within two academic years from the date of entering the Course.

2. *Courses for First Year:* Students must present themselves for examination at the end of their first academic year in the following subjects:

Code	Subject	ECTS
AY104	Introduction to Financial Accounting (Sem 1)	5
EC139	Principles of Microeconomics (Sem 1)	5
MS115	Business Information Systems (Sem 1)	5
MS110	Business Systems Analysis (Sem 1)	5
MS113	Information Systems Technology (Sem 1)	5
MS111	Business Application Development I (Sem 1)	5
AY105	Introduction to Management Accounting (Sem 2)	5
MS112	Business Application Development II (Sem 2)	5
MS117	Information Systems & Project Man. (Sem 2)	5
MS119	Business Data Communications (Sem 2)	5
EC141	Principles of Macroeconomics (Sem 2)	5
MS114	Bus Systems Design & Implementation (Sem2)	5

3. *Standards*:
Honours are awarded only on the aggregate performance to candidates who have successfully completed 60 ECTS, in accordance with the following standard: First Class Honours, 70%; Second Class Honours Grade One, 60%;

Second Class Honours Grade Two, 50%; Third Class Honours, 40%.

4. A candidate must have successfully completed 60 ECTS in First Year to proceed to the Second Year of the Programme. The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

5. *Material Assessed at Repeat Examinations*

It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

Regulations for Second, Third and Fourth Years

1. *Graduation*

To graduate with the B.Sc. (Business Information Systems) Degree, the student must accumulate a total of 60 ECTS credits in each of Second, Third and Fourth Years.

2. *Standards*

(a) The pass mark in all modules is 40%.

(b) Honours in Final Year (from 2013/'14) will be calculated on the basis of 30% of the aggregate mark obtained in Second Year and 70% of the aggregate mark obtained in Final Year according to the following table:

H1	70% on the aggregate
H2.1	60% on the aggregate
H2.2	50% on the aggregate
H3	40% on the aggregate

3. *Compensation*
The Pass standard is 40% in each subject. However the year may be passed by compensation provided:

- The aggregate mark for all modules of the year is at least 40%
- No mark is below 35%
- Not more than 15 ECTS have marks in range 35 – 39%

Note: Where one or more of these conditions have not been met each module where the mark is below 40% must be repeated. Marks of 40% and above are carried forward to the next session and are not repeatable.

4. *Material Assessed at Repeat Examinations*
It shall not be permitted to carry forward continuous assessment marks from one academic year to the next. Where a module has continuous assessment elements, the marks obtained at the first sitting, including a zero mark for non-submission if applicable, will normally be carried forward to the repeat sitting, unless otherwise specified in the module outline. Where it is specified in a module outline that continuous assessment marks will not be carried forward, the module outline should describe the provisions for resubmission. Students who have not presented for the first sitting of a module are effectively sitting the examination for the first time in the Autumn session, so the normal procedures for computing overall marks should be followed i.e. the student must bear the full cost of any deficiencies in continuous assessment elements.

5. *Repeat Examinations*
Repeat examinations are scheduled in August for those students who failed examinations in modules of Semester 1 or Semester 2 or who otherwise had the School's permission to be absent. It is not allowable for students to be absent from the initial examination in a subject without the School's permission.

6. *Study Abroad Programme in Second Year*
Students may be eligible to engage in a study abroad programme available in semester two of second year, and running from January to May. Students in this programme will attend pre-defined taught course modules in an international host University on a full time basis. Credits will be awarded to the student by NUI, Galway based on examination performance in the host University. Entry to third year will be conditional on achievement of the overall requisite number of credits in the second year of study. The overall number of places available will be limited.

7. *Professional Experience Programme (PEP) in Third Year*
Students will be placed on a Professional Experience Programme (PEP) in an organisation by the University's Placement Office. Students are required to satisfactorily complete the PEP requirements including a work experience period od at least 3 months. Participants in the Professional Experience Programme will be supervised by designated executives who will work in conjunction with the Placement Office.

Programme Structure

Year 2
Semester 1

Code	Subject	ECTS
MG524	Management	5
MA208	Quantitative Techniques for Business	5
AY207	Management Accounting I	5
MS321	Web and Interactive Media Design	5
MS218	DatabaseTechnologies	5
MS220	Advanced Application Development I	5

Semester 2

MS223	E-Business Strategy & Practice	5
AY208	Business Finance I	5
MS319	Enterprise Systems	5
MS217	Information & Operations Management	5
MS221	Advanced Application Development II	5
MS222	Decision Modelling and Analytics	5

Year 3
Semester 1

MS216	Networks and Communications	5
MS314	Applied Systems Analysis	5
MS322	Advanced Database Technologies	5
MS320	E. Business Technologies	5
MS325	Contemporary Project Managment	5

Optional:

FA206	Skills for Worklife	5
OR		
MK204	Marketing Principles	5

Semester 2

MS318	Placement	30

Year 4

In 4th year students must take all obligatory courses. They must also select 2 optional 5-credit subjects from the electives available in semester 1 and 2 optional 5-credit subjects from the electives available in semester 2.
All such electives may not be available each year.

Semester 1	**Obligatory Courses**	
MS414	Business Intelligence & Analytics	5
MS411	Contemporary Issues in Information Systems	5
MS403	Information Systems Strategy and Planning	5
MS405	Project	5

The course descriptions for the following electives are the same as specified for the B. Comm.

Semester 1	**Electives**	
Code	*Course Title*	*ECTS*
EC209	Managerial Economics	5
MG307	New Enterprise Development	5
MK314	Media & Marketing Communications	5
IE309	Operations Research	5
*CI300	Doing Business in China – Lang. & Culture I	5
MS324	Lean Principles for the IS Professional (class size limited to 25 places for MS324)	5
MS323	User Experience Design	5

Semester 2	**Obligatory Courses**	
MG323	International Business	5
MG334	Strategic Management	5
MS405	Project	5
MS413	Cloud Computing	5

Semester 2	**Electives**	
Code	*Course Title*	*ECTS*
EC213	Macroeconomics	5
EC247	Introduction to Financial Economics	5
EC259	Economics of Public Policy	5
MG206	Management of Organisational Change	5
MG333	Cross Cultural Management	5
MK303	Global Marketing	5

IE345	Logistics and Transportation	5
IE319	Operations Strategy	5
FA318	Innovation, Creativity & Enterprise	5
*CI301	Doing Business in China – Lang. & Culture II (Pre requisite Lang. & Cult. I)	5

*CI300 and CI301 are offered subject to available resources, class size is limited to 20 students per module. No change of mind facility offered for these modules. Students must attend from the start of week 2 of term at the latest.

Note: Each year will consist of 60 ECTS.

Course Syllabi

Year 1

Principles of Microeconomics
The objective of this course is to introduce the basic concepts and principles of economic theory, and to illustrate how these principles can be used to analyse various issues and problems in everyday economic life. The following topics will be covered: decision making of individual households and firms; opportunity cost and trade; supply and demand; markets for goods and factors of production; public goods and externalities; market structures; game theory.

Principles of Macroeconomics
The objective of this course is to introduce the basic concepts and principles of economic theory, and to illustrate how these principles can be used to analyse various issues and problems in everyday economic life. The following topics will be covered: national income accounting, models of the macro economy, theories of inflation, money supply and money demand, economic growth, short-run macroeconomics. Various topics will be analysed using macroeconomic theory.

Introduction to Financial Accounting
The objectives of this course are to develop in students the skills necessary to interpret and use accounting and financial information in a business context. Topics may include but are not limited to: Accounting Information; The demand for financial information; Measurement and reporting of accounting information; The Principles of Accounting; Financial Analysis and Interpretation of financial information including ratio analysis and reporting assessments of financial performance and financial position.

Introduction to Management Accounting
The objectives of this course are to introduce students to context, theory and practice of Management Accounting. Topics may inlcude but are not limited to: Management uses of accounting information; Costing systems; Cost behaviour; Break-even and Profit-Volume analysis; Relevant costs and short-run decision making.

Business Systems Analysis
The objective of this course is to develop in students an understanding of the nature and application of systems development analysis and design concepts and techniques. Topics may include: the systems development lifecycle; the role of the systems analyst; project planning (e.g. Gantt charts and network diagrams); feasibility analysis; requirements gathering techniques (e.g. interviews, observation, JAD, prototyping); structured analysis and design techniques, e.g. decision tables, dataflow diagrams, entity relationship diagrams; systems design.

Business Application Development I
The objective of this course is to develop in students a formative understanding of business software development and programming techniques and approaches. Topics may include: visual and object-oriented software development languages and integrated development environments; software application development for Windows and the Web; principles and concepts of software design; user interface design; software testing and debugging; writing code; data types; variables and constants; arithmetic and relational operators; procedures and functions; emerging issues.

Business Application Development II
The objective of this course is to further develop an understanding of business software development and programming techniques and approaches. Topics may include: visual and object-oriented software development languages and integrated development environments; cross-platform software development for Windows, UNIX and the Web; designing applications for the Web; database-driven application development; code reusability; file-based applications; logical operators; arrays; software security; advanced development concepts; emerging issues.

Business Systems Design and Implementation
The objective of this course is to develop in students an understanding of software design and implementation. Topics may include: user interface design; sources of software (e.g. outsourcing, off-the-shelf); database design

(e.g. normalisation); systems implementation and operation; systems testing techniques; systems maintenance and support; emerging systems development methodologies (e.g. agile methodologies); object-oriented analysis and design (e.g. use case modelling).

Business Information Systems
The objective of this course is to develop in students the skills necessary to apply core Information Systems (IS) concepts in a business environment. Topics may include: historical development of IS in business; IS and management strategy; management of IS resources; knowledge management; IS innovation; business process management; IS security; IS ethics; spreadsheet modelling techniques; new and emerging issues.

Information Systems and Project Management
The objective of this course is to develop students' understanding of how to manage an IS function within an organisation to create business value for the business. That is - how IS are managed in organisations, the impact of IS within organisations, how to manage IS so that it contributes to business value, and how to manage the IS/IT capability. Topics covered may include topics such as: Alignment between IS and the rest of the organisation; IS Governance; how IS projects are managed

Information Systems Technology
The objective of this course is to provide students with an introduction to the underlying technologies of information systems. The course covers the basic concepts of business technologies, operating systems and focuses on how businesses use such systems. Topics may include: Computer Development; Computer Systems, Categories and the Representation of Information; Computer Hardware; Computer Software; Operating Systems; Computer Security; Network and Internet Security; emerging topics and issues.

Business Data Communications
The objective of this course is to provide students with an introduction to the fundamentals of computer networks in a business context. The course covers the basic concepts of network computer networks & communications and focuses on how businesses use such systems. Topics may include: the OSI model; Transmission Media; an introduction to Network Transmission Protocols; Network Topologies; Network Hardware; WANs; Wireless Networking; Network Operating Systems and VOIP; emerging topics and issues.

Year 2

Advanced Application Development I

The objective of this course is to refine students' understanding of interactive application development in a business context using Java. Topics may include: object-oriented application development in Java; constants and variables; abstract data types; operators in Java; classes; properties and methods; conditional logic and loops; Java functions and procedures; selection and iteration; recursion; arrays; file handling; access to database files; web-based application development in Java; emerging topics and issues.

Management

The course will provide an overview of the process and principles of management, mainly in business organisations. The primary focus of the course will be on the management functions of planning, decision-making, organising, leading and control. The course will also address the nature and scope of management, in addition to managerial roles and skills.

Quantitative Techniques for Business

The objective of this course is to introduce students to a range of applied quantitative techniques for the manager. The course will address both general mathematical and applied statistical modelling. Particular topics may include, methodological aspects of mathematical modelling, applied calculus, optimisation techniques, multi-equation models using matrix techniques, issues in sampling design, and simulation techniques for the business environment. Some topics may require the use of dedicated software packages.

Management Accounting

The objective of this course is to introduce students to the concepts and techniques of Management Accounting. Topics considered will include Profit-Volume Analysis; Accounting Data for Decisions; Marginal Cost and Cash Flow Concepts in Decision Making; Long-run Decisions; Standard Costing and Budgetary Control Systems; Behavioural Aspects of Control.

Web and Interactive Media Design

The objective of this course is to provide students with applied skills in web and multimedia development and production. Topics may include: advanced HTML (e.g. DHTML and XHTML); Web and Multimedia development tools (e.g. DreamWeaver, Flash,); multimedia databases; multimedia development and production concepts; interaction design; usability; web and multimedia project management; graphics development (e.g. Fireworks, Photoshop); animation; audio and video production and editing; new and emerging topics.

Database Technologies
The objective of this module is to provide students with an understanding of business and technical issues in the development of database systems. Topics may include: database management systems; data modelling techniques e.g. normalisation, entity-relationship modelling, class diagrams; logical and physical database design; data quality and integrity; data definition; Structured Query Language (SQL); transaction management; distributed databases; data security; emerging issues.

Decision Modelling and Analytics
In today's complex environment, people across many disciplines need to solve a wide variety of business problems in auditing, accounting and finance, marketing, operations, engineering, and IS/IT. This is true of both research and industry. Decision makers are very often faced with an abundance of unstructured and inherently complex data from a variety of sources.
This course will enable students to become power users of Excel and to build models of unstructured problems

E-Business Strategy & Practice
The objective of this module is to explore the strategy and practice aspects of e-business contemporary, business and public sector environments.
Upon completion of this course you will be able to:

- Demonstrate a capacity for critical thinking with respect to eBusiness
- Demonstrate comprehension of the business models and frameworks that underpin e-Business
- Demonstrate a critical understanding of the role of e-business in shaping the macroeconomic environment
- Critically evaluate the innovative impact of e-business for business, education, government, society and the individual
- Discuss the importance on social media for collaborative business
- Evaluate opportunities for establishing e-business ventures
- Demonstrate a broad understanding of the core technologies underpinning current e-business activities
- Competently present, discuss and evaluate several case studies that illustrate aspects of e-Business strategy, implementation and practice

Enterprise Systems
The objective of this course is to develop students understanding of Enterprise Systems in Business. Topics include: Information systems in the functional areas including information systems to support finance, marketing, human resources, and manufacturing. ERP systems, frameworks for deploying ERP,

Benefits realisation in the ERP setting, Strategic enterprise management systems and emerging directions in ERP.

Business Finance I
Financial Management; Interpretation of Financial Statements; Management of Working Capital; Sources of Capital; Financial Institutions; The Stock Exchange; Capital structure and cost of Capital; Project Appraisal; Cost/Benefit Analysis: Valuation; Mergers and Acquisitions

Information Systems and Project Management
The objective of this course is to develop students' understanding of how to manage an IS function within an organisation to create business value for the business. That is - how IS are managed in organisations, the impact of IS within organisations, how to manage IS so that it contributes to business value, and how to manage the IS/IT capability. Topics covered may include topics such as: Alignment between IS and the rest of the organisation; IS Governance; how IS projects are managed

Information and Operations Management
The course is designed to develop students' understanding of enterprise information and operations management. Students will learn how firms are managing business processes and enabling innovation with the use of complex technology infrastructures. The course will focus on how information and operations management create, support, and sustain both global and smaller enterprises. Topics may include: Understanding Enterprise and Business Processes; Enterprise Systems; Business Intelligence; Global Collaboration and Social Networking; Innovation and ICT; Information Security and Data Integrity; Supply Chain Management; Designing Operations; Operations Management; emerging issues in information and operations management.

Advanced Application Development II
The objective of this course is to provide an advanced understanding of business application development using Java. Topics may include: Java arrays; file handling in Java; inheritance; polymorphism; exceptions and exception handling; application interactions with databases using Java; advanced web-based application development in Java; emerging advanced topics and issues in Java, Javascript, PHP.

Year 3

Marketing Principles
The functions of marketing; The nature of consumption; Consumer motivation; The marketing mix — product, price, promotion, distribution and service, market research; marketing management.

Applied Systems Analysis
The objective of this course is to develop in students an understanding of the advanced aspects of Systems Analysis. Topics include: the role of a system's analyst; the use of computer-aided systems engineering (CASE) tools; individual and group interviewing techniques and skills; alternative requirements determination techniques; project and systems documentation; detailed aspects of project planning and control; advanced systems modelling; case studies in systems analysis and design.

Skills for Work Life
This one-semester course is designed to improve student employability and preparation for the workplace by developing a set of practical skills that form the basis for effective working life. Delivered using a blended-learning approach the course combines; on-line activity, small group workshops and large group lectures to focus on areas such as; self-awareness, communication, teamwork, presentation and career management skills. Learning and skill development from this course is then integrated into other courses that are part of the commerce degree programme.

Contemporary Project Management
This course will provide students with an in-depth understanding of Contemporary Project Management. Topics covered include project management practices, project management methodologies and standards, ethical project management, project performance, emerging and contemporary issues in IS project management.

Advanced Database Technologies
The objective of this course is to develop in students an understanding of advanced aspects to database systems. Topics may include: Structured Query Language (SQL); views; forms; reports; triggers; object database management systems; web technology and database management systems; data administration; databases and business intelligence; data security; unstructured data in social networking; emerging issues.

E. Business Technologies
The objective of this course is to develop an enhanced knowledge among students of the potential of information technology to enable electronic business. The course contains both theoretical and applied content. Topics may include: electronic payment systems and online transaction management, electronic retailing, e-banking technologies, online publishing, enabling technologies for electronic commerce, implementation of electronic commerce systems, energing issues.

Network and Communications
The objective of this course is to provide an understanding of technologies used in organisational interconnectivity. Topics may include: Internet administration; Internet connectivity, Internet communication model TCT/IP; network and transport layer protocols; domain name system; routing techniques; application layer protocols and services (e.g. http, smtp, pop, imap, mime, ftp, telnet, snmp); building Web servers (e.g. IIS, Apache); Web server administration, management, and security policy; streaming technologies; voice over IP; Internet security and protocols; attachk prevention systems; VPNs; emerging topics and issues.

Professional Experience Programme (PEP)
Students will partake in the Professional Experience Programme (PEP) organisation by the University's Placement Office. The NUI Galway placement office source placement opportunities and facilitate students throughout the placement process. However, it is the responsibility of the individual student to secure the actual offer of a placement by impressing at both the application and interview stages. Students are required to spend a minimum of 4 months on this programme. Participants in the Professional Experience Programme will be supervised by designated executives who will work in conjunction with the Placement Office. In situations where a student does not secure a paid placement they will be required to achieve the same learning outcomes by undertaking a voluntary placement for a minimum of 8 weeks.

Year 4

Course Descriptions for Optional Modules listed under B.Comm.

Business Intelligence & Analytics
The objective of this course is to explore how analytics can improve the performance of organisations, and to understand the types of business problems that advanced analytical tools can address. The course introduces the students to core business analytic concepts and technologies such as, big data, data

mining, data integration, data warehousing, and business intelligence. Students will also gain practical skills in predictive modelling and text mining.

Cloud Computing
The objectives of this course are to develop an understanding of cloud computing in the overall strategy of businesses, and to examine the impacts of cloud computing for individuals and society. Topics may include: salient issues in cloud computing; cloud-based collaboration; cloud management & governance; Software/Platform/Infrastructure as a service; cloud security and identity; data storage in the cloud; mobile cloud; virtualisation; app development for the cloud; transitioning business to the cloud; impacts of cloud computing; emerging topics in cloud computing.

Chinese for Business – Language and Culture I & II
China's expanding economy and growing international trade relations make it an attractive consideration for many Western businesses. A knowldege of business culture, business etiquette, meeting protocol and other inter-cultural challenges will be required to maximise business opportunites. These modules are designed to prepare students to address these challenges. They focus on both the development of Chinese language skills and and understanding of Chinese culture and business. Chinese for Business – Language and Culture I is a **pre requisite for** Language and Culture II.

Contemporary Issues in Information Systems
The objective of this course is to familiarise students with contemporary issues in Information Systems. Topics may include: IS Outsourcing, Globally Distributed Teams, E-Government, IS Security and Business Ethics, IS to support Innovation, Open Source Software and other emerging topics.

International Business
International Business combines the science and art of business management with many other disciplines such as economics, anthropology and political science. The evolution of international business as an identifiable academic discipline is as a direct consequence of the growth of multinational business organisation and the emergence of what is widely termed the global economy. This course aims to guide the student in understanding the arena in which international business is conducted. It ranges from micro issues of staffing and strategic management to macro issues of political, economic and sociocultural analysis. By the end of the course, students should be able to identify, analyze, and understand the organizational impact of a wide variety of global management issues. In addition, students should be able to develop broad, strategic solutions and/or plans of action in response to any combination of market, political, socio-cultural, and /or competitive global force.

Lean Principles for the IS Professional
The objectives of this module are to examine, in-depth, the role of the IS Professional in contemporary organisations and to develop an understanding of how Lean principles can be applied in the IS role. Contemporary IS managers are required to blend technical competence with business knowledge in highly complex and fast changing environments. This requires the IS Professional to have developed a diverse set of management and operative skills.

Project
A major project will be undertaken under the supervision and direction of a member(s) of staff. The project will normally be undertaken on a group basis. Projects must be based on a substantial topic in management information systems. The project will normally involve the development of an information system, a software system or an aspect of management information systems. It may have a technical, commercial or product focus. Students may propose the subject of their project.

Information Systems Strategy and Planning
The objective of this course is to develop an understanding of the roles of information systems strategy and planning in the overall strategy of businesses. Topics may include: aligning information systems with business and organisational strategy; information systems strategy; strategic information systems planning and management; information systems value creation and appropriation, information systems and the design of work; strategic IT architectures and infrastructures; ethics in IS strategy and planning; emerging topics in information systems strategy and planning.

Strategic Management
This course covers the content, context and process of strategy in different organisational contexts. The course explores the concepts, theories and techniques on which strategic management in the business sector is based and explores their application in a wide range of business settings. The design, implementation and maintenance of strategic planning systems and strategic thinking are central issues of concern throughout the course.

Innovation, Creativity & Enterprise
Individuals, organisations, society and the economy are impacted at an ever-increasing rate by new and changing products, technologies, services, processes and norms.
This course aims to introduce students to the theory and practice of innovation in organisations, society and the economy. The course will highlight current

thinking and recent developments with respect to innovation across a range of business disciplines. While focusing on innovation within organisations, entrepreneurship and the impact of innovation on individuals and society will also be included. It is designed to educate students to recognise and develop opportunities for innovation in response to organisational challenges.

User Experience Design

It's becoming increasingly important to provide users with a positive user experience when interacting with systems. User experience (UX) is how a person feels when interfacing with an interactive system.

User Experience Design is a broad term used to explain all aspects of designing for the user's experience with the system and refers to the application of user-centered design practices to generate cohesive, predictive and desirable designs based on holistic consideration of users' experience

PART-TIME BACHELOR OF COMMERCE & DIPLOMA IN BUSINESS

The Part-time Bachelor of Commerce is a four-year degree programme in business education. A Diploma in Business is awarded upon successful completion of the first two years. The programme will be delivered via Blended Learning, which includes face-to-face workshops, distance learning, and online interaction with tutors and fellow students via Blackboard, the Learning Management System in use at NUI, Galway. This programme will continue to be delivered by the J.E. Cairnes School of Business and Economics in conjunction with the Adult and Continuing Education Office.

Programme Objective

The Bachelor of Commerce is the School's primary undergraduate degree which provides a solid foundation for careers in business, accounting, finance and public administration. The part-time programme is designed to provide the same foundation to people who are currently working in business (or hope to in the future), but who did not or could not avail of third level education immediately following second level. Delivery by blended learning allows mature students, with work and/or family commitments, to study at times that suit their needs.

Regulations

1. Admission requirements

In order to be eligible for admission to this programme, matriculated applicants must have attained the age of 19 by October of the first year of entry. (A matriculated applicant is one who at one or more sittings of the Leaving Certificate and/or Matriculation examination has achieved passes in Irish, English, another language, Mathematics and two other matriculation subjects. Of the six passes, two at least must be at Grade C3 or better on Higher Level papers.)

Non-matriculated applicants may be eligible to join the Part-time B.Comm if they are 21 or over by January 1st of the year of entry.

Application is made directly to the Admissions Office, NUI Galway on a special form obtainable from that office.

As well as meeting the above mentioned age requirements, applicants must satisfy the J.E. Cairnes School of Business and Economics of their ability to

undertake the programme. Selection shall be based on the completed application form, educational attainment, relevant work experience. Some applicants may be called to interview.

2. Programme structure

Modules with a weighting of 5 ECTS may be semesterised and examined at the end of the relevant semester. All First Semester examination results are considered at the First Semester Examination Board Meeting and Second Semester examination results are considered at the Summer Examination Board Meeting.

First Year

Code	Module	ECTS
EC100.1	Economics	10
AYXX.X	Finanical Accounting	5
MS100.1	Management Information Systems	10
MG111.1	Introduction to Management	5
CO100.1	Introduction to Learning	5
MA252.2	Mathematics	5
AYXX.X	Management Accounting	5

Second Year

Code	Module	ECTS
AY220.2	Management Accounting	5
AY221.2	Business Finance	5
EC252.2	Managerial Economics	5
EC253.2	Macroeconomics	5
LW250.2	Business Law I	5
MK102.1	Introduction to Marketing	5
MK208.2	Action Marketing	5
MG221.2	Management Skills	5
MG222.2	Organisational Behaviour	5

Third Year

Code	Module	ECTS
LW300.3	Business Law II	5
EC426.3	Ireland in the Global Economy	5
MS330.3	Information & Operations Management	5
MA351.3	Statistics	5
MG335.3	Innovation & Entrepreneurship	5
MG351.3	IR & HRM	5
MK330.3	Marketing Research	10
MK320.3	Services Marketing	5

Fourth Year

Code	Module	ECTS
AY400.4	Business Taxation	5
MG400.4	Strategic Management	10
MK440.4	Marketing Management	10
MS440.4	E-Commerce	5
MG440.4	Management of Organisational Change	5

Options – **choose 2** (options will require a minimum enrolment number)

AY440.4	Financial Reporting	5
EC172.1	International Finanical Markets	5
EC173.1	Finanical Markets Project	5
MS443.4	Information Systems Strategy & Planning	5
MG441.4	Business Negotiations	5
MK441.4	Marketing Communications	5
MK314	Media & Marketing Communications	5

3. Introductory Module

Students who are exempt from the 'Introduction to Learning' are required to complete a short **compulsory** non-credit module during their first semester of study to develop skills for studying at a distance.

4. Course Work

Up to a maximum of 60% of the marks in any module may be allotted to year's work, except in the case of Introduction to Learning, Management Skills, and Business Negotiations. In the case of these subjects, all marks are allocated to year's work.

5. Repeat Examinations

Candidates who do not pass their examinations outright are exempt from further examination in those modules in which the pass mark of 40% has been attained.

6. Progression

In order to proceed from the Diploma to the Degree phase, students must accumulate the 90ECTS allocated to the Diploma by passing the examinations in the specified subjects.

7. Honours

(Diploma & Degree Phases)

Standards	
First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Honours for the Diploma will be awarded based on the average marks received for completing 90ECTS over the Diploma phase of the programme. Where a student is exempt from one or more Diploma-level modules, the final marks for the remaining modules will be used to calculate the aggregate on which Honours are awarded.

Honours for the Degree will be awarded based on the average of the marks received for completing 90 ECTS over the Degree phase of the programme. Where a student is exempt from one or more Degree-level modules, the final marks for the remaining modules will be used to calculate the aggregate on which Honours are awarded.

8. Graduation

a) Certificate in Business

A candidate who has passed all of the modules of the first year of the programme, within a period of two years from commencement of the programme, shall be eligible for the award of a Certificate in Business without distinction as to overall grade (i.e. Pass/Fail basis).

(b) Diploma in Business

To graduate with the Diploma in Business, the student must accumulate a minimum total of 90ECTS over the Diploma phase. Candidates granted exemptions from modules must register and present for examinations in subjects of a minimum total of 60ECTS in order to be eligible for the award of the Diploma in Business.

(c) Bachelor of Commerce Degree

To graduate with the Bachelor of Commerce Degree, the student must accumulate a minimum total of 180ECTS. Candidates granted exemptions from modules must register and present for examinations in subjects to a minimum total of 60ECTS over the Degree phase. Transfers into the Degree phase of the programme will also be considered on a case-by-case basis by the Programme Academic Board for candidates presenting with recognised Level 7 awards (reference NQAI) or professional body awards.

9. Occasional Commerce

Students who do not wish to undertake the entire programme can choose among any of the modules offered in a given year if they have passed or have gained exemptions from the prerequisite modules.

SYLLABI

Accounting

Nature and purpose of accounting; Measurement and reporting of accounting information; Financial analysis; Cash flow statements; Financial Planning; Introduction to Management Accounting.

Prerequisites: None

Business Finance

Goals and functions of finance; Agency; Sources of capital and valuation; Capital investment appraisal; Cost of capital; Working capital management; Short-term financing.

Prerequisite: Mathematics, Accounting

Business Law

Introduction to Irish law. Sources of law. Classifications of law. The Irish course system and court procedure. The legal structure of business, sole trader, partnership, companies, co-operatives. The legal concept of property. Freehold and leasehold interests in property. Statutory protection for business tenants. The law of Contract. Law of agency. Insurance law. Legal problems in sales and marketing. Hire purchase sales. Credit sales. Consumer protection. Product liability. Irish competition policy. Negotiable instruments. Employer liability. EC law.

Prerequisites: None

Introduction to Marketing

This course will provide students with an introduction to the fundamental concepts of marketing, including: a customer-orientated philosophy and structural framework for business, consumption and buyer behaviour, marketing research, segmentation, positioning and targeting. Knowledge of

these topics will act as an aid to marketing decision-making during their professional careers.

Introduction to Management
This course is an introduction to the principles of management. Students will be introduced to the purpose and challenges of the management of organisations. The course is structured around the four key management processes: planning, leading, organising and controlling.

Economics
The objectives of this course is to introduce the basic concepts and principles of economic theory, and to illustrate how these principles can be used to analyse various issues and problems in everyday economic life. The following topics will be covered: Microeconomics: decision-making of individual households and firms, markets for good and factors of production.
Macroeconomics: national income accounting, models of the macroeconomy, applied economics.
Various topics will be analysed using micro and macroeconomic theory.
Prerequisites: None

Introduction to Learning
This course is designed to develop the time management, study and writing skills needed by students working towards third level qualifications. Additionally, students will begin to develop the skills needed to interact effectively in a blended learning environment.
Prerequisites: None

Macroeconomics
Basic concepts of National Income Accounting. Aggregate Demand and Supply. Equilibrium and disequilibrium. Saving-Investment relationship. Consumption function. The multiplier. The determinants of investment. Liquidity preferences and theory of interest. The principle of acceleration. The Government sector and National Income and Output. Foreign trade and the national income. Balance of payments. Exchange rates. Incomes, output, employment and prices. The classical theory. Keynesian and Post-Keynesian theories, General Price Level. Index numbers. The inflationary process. Economic growth. Investment and employment. Cyclical fluctuations. Monetary and fiscal policies.
Prerequisites: None

Management Accounting
Accounting data for short-run and long-run decisions; Profit-volume analysis; Marginal cost and cash flow concepts in decision making; Activity based

costing; Standard costing and budgetary control systems; Behavioral aspects of control; Pricing; Cost estimation and prediction

Prerequisite: Accounting

Management Information Systems

The objective of this course is to develop in students, the skills necessary to apply Information Systems concepts in a business environment. The following topics will be covered: Information Systems for Managers, Information Systems Technology; and the use of various applications packages.

Prerequisites: None

Management Skills

The course is designed to foster the skills required for successful management today: teamworking, interviewing, accessing, digesting and presenting information. The learning is largely based on structured experiences of teamwork followed by reflection and feedback. Assessment is based on assignments completed between classes using video, multi-media and internet resources.

Prerequisites: None

Managerial Economics

Review of microeconomic aspects of First Year course in Economics and greater detail on the following:---Demand Analysis: individual consumer behaviour, market, demand, cross demand, elasticity. Utility approach: indifference curve analysis. Production: production functions, cost of production, isoquants, application of supply and demand analysis. Market Structures: purely competitive market, market equilibrium, the theory of the firm, monopoly pricing and output decision under monopoly and perfect competition, imperfect markets, monopolistic competition. Income distribution: factor markets and determination of factor prices. General equilibrium. Welfare economics.

Prerequisites: Economics

Action Marketing

This course extends the student's understanding of core marketing concepts and practice, embracing the marketing mix, product, price, plan and promotion, marketing planning, services and international marketing. Knowledge of these topics will act as an aid to marketing decision-making during their professional careers.

Prerequisites: None

Mathematics

Vectors and matrices: Solutions to systems of linear equations; linear programming; Functions and Graphics; quadratic functions; introduction to

calculus including partial differentiation and optimisation of quadratic functions; Descriptive and summary statistics; Business applications.
Prerequisites: None

Organisational Behaviour
The object of this course is to provide students with the theoretical background in the behavioral sciences that will facilitate a deeper understanding of people in organizations. The course will cover the following indicative topics: perception, attribution, personality, communication, motivation, stress, leadership, power, group functioning, organisational structure and change.
Prequisites: Business Organisation and Management

Business Law II
The Law of Contract. Legal aspects of business transactions. Employment Law. Property and the Law. Statutory regulation of business
Prerequisites: Business Law I

Ireland in the Global Economy
This course draws upon economic theory and empirics to consider Ireland's evolving role in the global economy, insofar as this constitutes an essential part of the context within which government, enterprises and citizens operate, and their behaviour understood and evaluated. Central themes in the course are the nature and extent of the integration of product and factor markets, the operation of domestic and supra-national institutions in managing that integration and their conduct of economic policy. Particular themes may include a survey of contemporary developments in the Ireland and the global economy, the applied economics of economic growth and innovation, the economics of human capital and labour markets, fiscal policy institutions and strategies, and European economic and monetary integration.

Information and Operations Management
The course is designed to develop students' understanding of enterprise information and operations management. Students will learn how firms are managing business processes and enabling innovation with the use of complex technology infrastructures. The course will focus on how information and operations management create, support, and sustain both global and smaller enterprises. Topics will include: Understanding Enterprise and Business Processes; Enterprise Systems; Business Intelligence; Global Collaboration and Social Networking; Innovation and ICT; Information Security and Data Integrity; Supply Chain Management; Designing Operations; Operations Management; and emerging issues in information and operations management.

Statistics
Descriptive statistics and probability.
Prerequisites: Mathematics

Innovation & Entrepreneurship
Entrepreneurial motivation; profile of entrepreneurs, inventors and innovators. Stages in starting a business from idea generation and evaluation, through negotiation, to birth and survival. Innovation management of technical, social, legal, and ethical issues in innovating and implementing technology; strategic technology and innovation management; aligning new technologies with strategic business objectives; acquiring and developing strategic technological platforms; managing R&D; managing innovation partnerships and alliances. Key aspects of the start-up process including marketing, resource identification, financing, growth strategies. The role of state supports for entrepreneurship and innovation.

IR/HRM
The objective of the course is to introduce students to (a) the system of Industrial Relations in Ireland, (b) International and Comparative Industrial Relations and (c) the functions of the Personnel/HR Department.
Topics include: the contexts of employee relations in late 20th century Ireland; the main participants in Irish I.R.; the principal alternative ideologies; the structures, rules and processes of the Irish system; International and comparative Industrial Relations; the roles and functions of Personnel/HR Management Department.

Marketing Research
Scientific method and research design; formulating marketing research projects; data collection methods for secondary and primary data; sampling methods in marketing research; questionnaire design; attitude measurement; experimentation; data analysis; reporting research findings; applications to practical marketing problems.

Services Marketing
Service businesses dominate developed economies, including Ireland. However, at a tactical level, marketing services is critically different, more complex and organisationally more pervasive than marketing physical products. This course will examine the principle issues involved in marketing services. The course content includes: service businesses; the key issues in services marketing; the characteristics of services and their marketing implications; service quality; the servuction model, operations and marketing implications; the services marketing triangle and the extended services

marketing mix; the theatrical/dramaturgical approach to service delivery effectiveness.

Business Taxation
Introduction of the principles and practice of Taxation as it effects the business enterprise, including Income Tax, Corporation Tax, Capital Gains Tax and Value Added Tax. Impact of legal structure and business decisions on tax obligations.

Strategic Management
This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

Marketing Management
This course will build upon the basic marketing principles covered in Marketing I. It will take a practical approach and will place particular emphasis on the application of principles and techniques to actual marketing problems by use of the case method. Areas to be covered include marketing research, consumer behaviour, the variables in the marketing mix, and international marketing. Student projects in marketing will form an additional dimension of the course.
Prerequisite: Marketing Research

E- Commerce
The objective of this course is to develop the students' understanding of the potential and practice of IT to enable commerce to be conducted electronically. Topics include: Frameworks for electronic commerce, commerce on the internet, inter organisational information systems, security and privacy, software for electronic commerce, electronic payment systems and current issues in electronic commerce.

Management of Organisational Change
The objective of the course is to provide students with a broad introduction to the disciplines of Organisational Development and the management of change. Topics include: The diagnosis of organisational position in the environment;

History of Organisational Development (O.D.); O.D. consulting process; The introduction, adoption and implementation of successful change in organisations.

Financial Reporting
The objective of this is to introduce students to the environment and practice of financial reporting and to develop student skills related to the interpretation of complex annual reports.
The topics covered are as follows:
Introduction to financial reporting; Regulatory framework for financial reporting; Presentation of published financial statements in accordance with international financial reporting standards; Accounting for Inventory; Accounting for Property, plant and equipment; Accounting for Government Grants; Off balance sheet finance and accounting for leases; Interpretation of Annual Reports.

Financial Markets Project
The Financial Markets Project module integrates financial concepts, data management and analysis, and Excel applications. Students will access financial data, apply core statistical techniques, and use their own data sets to build financial spreadsheet models. This readily transferable skill will enable graduates to progress to a range of financial services careers.

International Financial Markets
International Financial Markets analyses topical issues across equity, fixed income, derivatives and other financial markets. Its applied orientation is enhanced by an equity analysis project where students assume the role of a professional analyst and replicate a standard equity report. Online resources and datasets will be used to contextualise current events within a framework of international finance

Information Systems Innovation
The objective of this course is to develop in students an understanding of innovation and innovation strategy, the management of innovation projects, and the impacts of innovation in Information Systems and technology-based contexts. Topics may include: importance of Information Systems and Technological innovation, sources of innovation, innovation types, market entry, developing new enterprises, strategy and systems innovation, protecting innovation, choosing and managing innovation projects, impact of innovation, new and emerging issues in Information Systems and Technological innovation.

Business Negotiations
The objective of this course is to give students such theoretical background as will enable them to analyse negotiating situations and prepare appropriately. Role-played case studies will be used to help students acquire the skills and tactics of negotiation. Topics include: approaches to understanding negotiating behaviour; preparation for negotiations; analysis of different negotiating situations; game theory and decision analysis; and conflict and negotiation within organizations.

Marketing Communication
To examine critically methods and opportunities companies may use to promote themselves and their product. Thus, to understand how promotion facilitates in creating new markets and in selling existing products or services. Emphasis is given to understanding the foundations on which promotional strategies are developed, primarily the nature of the communication process and analysing buyer behavior. The promotional planning process is explored addressing market analysis, setting objectives, allocating budgets, selecting appropriate promotional media, developing effective messages, implementing plans, maintaining control and assessing effectiveness of promotional strategies.

DIPLOMA IN RURAL DEVELOPMENT

Programme Objective
The objective of the programme is to introduce participants to a broad ranging knowledge of the theoretical field of rural development and to assist participants in appraising critically the multiplicity of strategies and approaches in this field. This programme will educate participants in theory and practice of rural development management and introduce participants to the range of strategies that address social, economic and personal/group strategies in rural areas. The programme aims to use modern education technologies to support learning from a distance.

Entry Requirements
Course applicants will meet university requirements for mature students, i.e. over 23 years of age. Applicants under 23 must satisfy matriculation requirements of the National University of Ireland. Applicants must have at least two years experience in rural development in either a voluntary or professional capacity. Students will be selected following an assessment process including an interview.

Programme Structure

The B.Sc. Degree in Rural Development is a distance-learning programme. Each module/course will be delivered using a combination of web and text based modules, tutorials, lecture presentations and inter-university seminars. diploma phase of the programme extends over two years with the opportunity to progress to degree level.

LEVEL I – Diploma in Rural Development

Code	*Course Title*	*ECTS*
EC 111	*Introduction to Rural Development*	*5*
EC160	*Rural Organisation*	*5*
EC164	*Rural Economy*	*10*
EC157	*Rural Society*	*10*
EC158	*Rural Environment*	*10*
EC159	*Communications for Rural Development*	*10*
Electives		
EC148	*Social Farming*	*10*
EC149	*Food Business*	*10*

1. Pass Standard

Level One: The pass standard in each module is 40%; students must obtain an average of 40% across all modules and pass modules comprising at least 45 ECTS, with not less than 30% in any module.

2. Course Work

Level One (Part A & B): All marks in any module may be allotted to course work.

3. Honours

Honours shall be awarded at the end of Level One in respect of the Diploma in Rural Development. The computation of honours for the Diploma is based on the marks obtained in Level One.

4. Standards:

1st Class Honours	70 – 100%
2nd Class Honours (Grade I)	60– 69%
2nd Class Honours (Grade 2)	50 – 59%
3rd Class Honours	45 – 49%
Pass	40 – 44%
Pass by Compensation	30 – 39%

5. Graduation

To graduate with a Diploma in Rural Development the student must accumulate a total of 60 ECTS over Level One.

7. Exemptions
Students attaining a pass mark of 40% in a module are exempt from further examinations in that module for a period of five years.

8. Repeat Examinations
In cases where more than 15 ECTS have been failed at 30% or above the student must choose which examination(s) to repeat. A maximum of four attempts at an examination will be allowed in any module.

9. *Repeat Year*
For students wishing to relinquish exemptions and repeat the year in full, there are no restrictions on the marks awarded for modules at the Summer Examination.

SYLLABI

Level One

Introduction to Rural Development
The introductory module gives the student an understanding of the concept of rural development, the issues in rural development and the policies and practices affecting rural areas. It provides a context for many of the ideas and concepts explored in later modules, such as key concepts, approaches, theories and practices associated with rural development; evolution of rural development in Ireland and EU; current issues of development in rural Ireland; and the role and functions of organizations and agencies involved in rural development.

Rural Organisations
The module will examine the different types of organisations that exist and will investigate the distinguishing features of these organisations. In addition, the module will explore the factors that led to the emergence of this organisation and how they contribute to sustainable rural development.

Rural Economy
The module aims to develop an understanding of the economic elements of consumption, production and trade in rural areas and to provide the tools to analyse them. It explores basic micro and macroeconomic concepts related to agricultural and non-agricultural activities in rural areas, the role and impact of

regional, national and international policies and the implications of the changing economic landscape for social and political development in rural.

Rural Society
The module introduces the participants to a sociological interpretation of the changing nature of rural society. It includes an introduction to rural sociology and an examination of rural social change and the related consequences for rural society.

Rural Environment
The module will deliver an understanding of the Irish rural environmental heritage and to develop skills and tools for its analysis and management. It provides the tools for economic evaluation of the environment and of natural resources, and the rationale and impact of key environmental policies affecting rural areas.

Communications for Rural Development
The module provides the student with an understanding of the role of communications in rural development and the main requirements for effective communication in development at all levels. It will provide the student with an insight into the main communication methods used in rural development and will help in developing skills in disseminating information. Particular communication media and methods are addressed in the context of rural development processes. Specifically skills related to the use of mass media; public speaking, group communications and written communications methods are developed due to their importance in enabling rural development.

Social Farming - Elective
This module develops participants' awareness and understanding of the concepts, the applications and the policy environment that surround the use of social farming practices in an Irish and European context. The term social farming covers all activities that use agricultural resources to promote, or to generate, social services in rural areas. Examples of these services include rehabilitation, therapy, sheltered employment, life-long education and other activities that contribute to social inclusion.

Food Business - Elective
The module provides an understanding of food business chains through an examination of the food business chain from producer to consumer with an emphasis on the roles and needs of the various stakeholders, particularly the rural producer and consumer. The module will examine the roles and needs of stakeholders along the food chain, in the context of the farmer viability, consumer demand and niche markets, retail structures, quality and traceability

of food, environmental impact and sustainability. Both conventional and alternative approaches to addressing these issues will be discussed including CSA.

BACHELOR OF SCIENCE DEGREE IN RURAL DEVELOPMENT

Programme Objective
The objective of the programme is to introduce participants to a broad ranging knowledge of the theoretical field of rural development and to assist participants in appraising critically the multiplicity of strategies and approaches in this field. This programme will educate participants in theory and practice of rural development management and introduce participants to the range of strategies that address social, economic and personal/group strategies in rural areas. The programme aims to use modern education technologies to support learning from a distance.

Entry Requirements
The student must have successfully completed the Diploma in Rural Development of this programme.

Programme Structure
The B.Sc. Degree in Rural Development is a distance-learning programme. Each module/course will be delivered using a combination of web and text based modules, tutorials, lecture presentations and inter-university seminars. The degree phase of the programme involves a minimum of two years study full-time.

LEVEL II - Second University Examination in BSc Rural Development

Code	*Course Title*	*ECTS*
EC167:	Rural Enterprise	10
EC168:	Rural Research Methods	10
EC169:	Integrated Rural Development	10
EC180:	Integrated Rural Community Planning	10
EC181:	Professional Placement	10
Electives		
EC182:	Rural Tourism	10
EC184:	Community & Co-operative Ownership of Renewable Energy	10

LEVEL III – Third University Examination in BSc Rural Development

Code	*Course Title*	*ECTS*

ECxxx	Marketing & Business Skills for Rural Enterprise	10
ECxxx	Financial Management	10
ECxxx	Project Planning and Development	10
ECxxx	Research Project/Minor Thesis	20
Electives		
ECxxx	Marine and Natural Resources	10
ECxxx	ICT and Rural Development	10
ECxxx	Conservation and Management of the Rural Landscape	10
ECxxx	The Eco-politics of food and nutrition	10

1. Pass Standard

The pass standard in each module is 40%; students must obtain an average of 40% across all modules and pass modules comprising at least 45 ECTS, with not less than 30% in any module.

2. Course Work

Level Two: Up to 60% of the marks in any module may be allotted to course work.

Level Three: Up to 60% of the marks in any module may be allotted to course work, except in the case of the Research Project / Thesis. In the case of this module all marks are allotted to course work.

3. Honours

Honours shall be awarded at the end of Level Three in respect of the Degree.

The computation of honours for the Degree is based on the combined results of Levels Two and Three.

4. Standards:

1st Class Honours	70 – 100%
2nd Class Honours (Grade I)	60– 69%
2nd Class Honours (Grade 2)	50 – 59%
3rd Class Honours	45 – 49%
Pass	40 – 44%
Pass by Compensation	30 – 39%

5. Graduation

To graduate with a B.Sc. in Rural Development the student must accumulate 120 ECTS credits over Levels Two and Three.

7. Exemptions

Students attaining a pass mark of 40% in a module are exempt from further examinations in that module for a period of five years.

8. Repeat Examinations
In cases where more than 15 ECTS have been failed at 30% or above the student must choose which examination(s) to repeat. A maximum of four attempts at an examination will be allowed in any module.

9. *Repeat Year*
For students wishing to relinquish exemptions and repeat the year in full, there are no restrictions on the marks awarded for modules at the Summer Examination.

Syllabi

Level Two
Rural Enterprise
The module will examine the unique characteristics of rural enterprises and the nature and importance of the rural business and policy environment in stimulating a thriving enterprise environment in rural areas. The module identifies the many ways in which rural SMEs can serve a variety of rural stakeholders as well as the role of socio-economic development agencies and policies conducive to entrepreneurship and innovation.

Rural Research Methods
This module focuses on developing students' socio economic research capacity. The issues selected for study include: research approaches; problem/topic identification; literature review; development of objectives; sampling; questionnaire design; questionnaire delivery; data coding and data entry; data analysis and presentation of research findings.

Integrated Rural Development
The module examines and reviews contemporary integrated rural development policy within a European context. The key content areas include the development of a theoretical and policy context for the understanding of contemporary European rural development strategies, and case study analysis of contemporary European integrated rural development strategies.

Integrated Rural Community Planning
The module provides an understanding and critique of the processes, procedures and requirements of effective and sustainable rural planning and

development. It includes stakeholder and consultative processes, as well as sustainable planning and development in rural area.

Professional Placement
The module aims to develop professional and transferable skills and experience by working in a rural development environment/organisation or conducting research on a topic of public interest in rural development. It will provide students with exposure to, and experience in, a rural development environment/organisation relevant to the degree and to a working environment. Performance will be monitored by both the employer and academic staff.

Rural Tourism - Elective
Tourism is a key lever of economic development in a growing, dynamic but uncertain sector. This module seeks to locate opportunities and provide analysis tools for rural tourism. The module provides depth knowledge and understanding of the various aspects of rural tourism and tourism policies, the set of complex challenges and relevant solutions faced by the sector, as well is applied research methodology appropriate to the study of rural tourism.

Community & Co-operative Ownership of Renewable Energy - Elective
The changing European and global environmental policy framework provides the context for this module. The key technologies and their application in Ireland will be discussed through the use of case studies highlighting the strategic options available, the support needed to develop this sector and the benefits for sustainable rural development.

Level Three
Marketing & Business Skills for Rural Enterprise
The module will provide the student with an understanding of the role enterprises play in the rural economy, the importance of stimulating a thriving enterprise environment in rural areas, the role marketing plays in the rural enterprise and how this supports sustainable rural development.

Financial Management
The module gives participants an understanding of financial accounting systems and presents the student with a methodology for the preparation and interpretation of financial plans and final accounts. Content includes preparation of annual reports, financial statements, profit and loss accounts and balance sheets with particular relevance to rural development projects and rural based enterprises, as well as financial management and accounting tools, financial proofing and risk assessment.

Project Planning and Development
The purpose of this module is to introduce the student to the concept and practice of Project Planning and Management. Project Planning and Project Management are two practices that are critical to the successful implementation of rural development programmes and projects. The module deals with definitions and concepts of planning and management; composition of projects, factors that affect project success; types of planning and approaches to planning; the process of planning and the planning cycle.

Research Project/Minor Thesis
The module includes researching and writing of a minor thesis under academic supervision.

Marine and Natural Resources - Elective
The module covers the study of the marine environment, with a focus on Ireland, in the context of understanding the nature of marine resources and how these are impacted. It integrates economic, social and natural sciences. The module describes and analyses the economic utility of the marine environment (e.g. transportation, recreation) and ecological value (e.g. fisheries, aquaculture) derived from the productivity of associated ecosystems and associated policy, planning and management approaches.

ICT and Rural Development - Elective
This module provides participants with an understanding of how Information and Communication Technologies (ICTs) contribute to sustainable rural development. The module allows students: to explore the European, Irish and International policy environment governing the development of ICT; examine issues relating to current ICT infrastructure in rural areas; assess the contribution of ICT to Rural Development; and examine development and management of community portals and websites.

Conservation and Management of the Rural Landscape – Elective
Students will be introduced to the principles of ecology and the evolution of the Irish agricultural landscape. Topics covered include: definition and components of biodiversity; importance of biodiversity and contribution to sustainable rural development; threats to biodiversity; current and prospective legislation to protect biodiversity within the rural landscape; relationships between farm management practices and the resultant ecological status of rural ecosystems; current issues in agri-environmental research.

The Eco-politics of food and nutrition – Elective
The purpose of this module is to inform the students of the contemporary issues in the food system and provide an understanding of the impact of internal and external factors guiding the debate .The changing European and global food industry along with a rapidly evolving policy environment provides the context for this module. The contribution of the various stakeholders is explored and the issues are discussed.

DIPLOMA IN SOCIAL GERONTOLOGY (Part-time)

Programme Objective
The objective of the programme is to equip students with the professional and analytical skills necessary to understand age and ageing in a social and economic context and, where appropriate, to enhance and develop participants careers in age-related fields.

Entry Requirements
Applicants will normally be expected to have satisfied the matriculation requirement of the University either on the basis of mature years (aged 21 or over by 1st January of the year of entry) or by satisfying the normal requirements of the University:
a pass in at least six subjects (including Irish, English and another language) at the Leaving Certificate Examination, with at least grade C3 in two subjects on the higher course and at least grade D3 (ordinary or higher course) in the remaining four subjects.
However, applications from those who do not meet either of these criteria will be considered on a case-by-case basis.

Programme Duration
The Diploma in Social Gerontology is a taught, two-year, part-time programme. There are six modules, three in Year 1 and three in Year 2. Each module is worth 5 ECTS, summing to a total of 30 ECTS for the award of the Diploma. An exemption is allowed, but only to a maximum of 5 ECTS. Modules will be examined by an end of semester/year written examination and/or by appropriate course-work. A research paper must be submitted by a date in Summer of the second year of the programme, as determined by the Programme Board. Repeat examinations are held in Autumn. Students may carry forward marks up to 5 ECTS from year 1 to year 2 where an overall pass in the module has not been obtailed.

Programme Content

All students must take the following modules:

Module	Subject	ECTS
Year 1		
EC161	Introduction to Social Gerontology	5
EC162	Economics of Ageing	5
EC163	Social Perspectives on Ageing	5
Year 2		
EC261	Rural Gerontology	5
EC262	Public Policy for Dependent Older People	5
EC263	Research Skills and Research Paper	5
Total		**30**

A maximum of 50% of the marks in a module may be allotted to course work and assignments, with the exception of the *Economics of Ageing* and *Research Skills and Research Paper* modules which are 100% continuous assessment. Students must complete a research paper on a topic approved by the Programme Board. The research paper shall not be more than 5,000 words long. The research topic will reflect the interest of the student and, where appropriate, may be linked to their employment.

Where a candidate has not succeeded in passing the Diploma as a whole, the marks in modules where a minimum of 40% has been obtained shall be carried forward to all succeeding examinations within the normal two year time-limit.

Syllabi

Introduction to Social Gerontology

The aim of this course is to provide a comprehensive and critical understanding of the key features of ageing and to provide an overview of the main trends behind an ageing population. Students will be given an appreciation and understanding of the economic, social, biological and psychological complexities involved in ageing. The topics covered will include the following: population ageing - past, present and future, housing and living arrangements, biological ageing, sociological and psychological theories of ageing, dependency and interdependency, images of ageing, age, attitudes and ageism, age and wisdom, cross cultural perspectives in ageing.

Economics of Ageing

As the age composition of the population changes, economic consequences can be expected. The aim of the course is to introduce students to some of these consequences. The focus of the course is on selected topics in the economics of ageing, analysed in an international comparative context. The following topics

will be covered: life cycle model: consumption, wealth and saving, employment and unemployment, retirement, health and disability, economics of pensions and pension reforms, measuring the economic contribution of older people, economic status of older people, and economic policy for ageing societies.

Social Perspectives on Ageing
The aim of the course is that the students should acquire basic knowledge about the social conditions of ageing in today's society. The course will explore sociological and psychological perspectives on ageing and older people, with a particular emphasis on the social construction of older age. Students will examine the relationship between theory and experience in relation to processes of ageing. They will gain an appreciation of the need for a 'critical gerontological' approach. Students will explore psychological perspectives of ageing within an interdisciplinary framework that incorporates historical, social, environmental and biological elements. The various domains that make up quality of life for older people will also be examined. Some of the specific issues that will be covered include: sociological perspectives on ageing, psychological perspectives on ageing; historical perspectives on ageing, identity, values and relationships in later life, quality of life, ageing in the perspective of a whole life, equality, discrimination, and ageing and ethnicity.

Rural Gerontology
The rural aspect of ageing - more isolation, higher poverty and fewer medical, mental health and social care services - makes the need for people with creative and insightful knowledge of ageing rural populations imperative. Several issues face rural elderly, including delivery of services to geographically isolated older people, transport and sustaining quality health and social care. An expanding number of older people need alternative housing and residential care services which are not available locally. The needs of people in rural Gaeltacht communities is further compounded by communication and language issues which impact on quality of care and quality of life in these regions. The course is designed to provide students with a broad understanding of age and ageing in rural communities in Ireland and elsewhere. The topics covered in this course include: meaning and concepts of place, measuring rurality, rural demography, income and wealth, poverty, housing, transport and environment, health and disability, access and accessibility and long-term care.

Public Policy for Dependent Older People
This module assesses and evaluates the role of social policy for dependent older people in Ireland and internationally. The key areas of social policy and current policy debates are examined for their impact on older people. The course critically reviews the organisation, management and delivery of health

and social care services for older people in Ireland. It examines the efficiency, effectiveness and equity of community and residential care services for older people. An analytical framework is also provided for the economic evaluation of existing services. Outcome measurement is explored and quality of life for dependent older people is assessed in some detail. The module also explores financing issues for long-term care in a comparative context. The topics covered in the course include: markets and market failure, social model of ageing, primary care, community care, family care, residential care, dementia, integrated care, quality of life for dependent older people, and funding long-term care.

Research Skills and Research Paper
This course provides an introduction to research skills, concepts and issues in preparation for undertaking individual research papers. Students will be given a practical introduction to a range of methods and basic statistics used in social gerontological research. Students will be given practical support to enhance their writing skills and to help them present their work more effectively. The topics covered under research skills will include the following: formulating research questions, assessing the strengths and weaknesses of quantitative and qualitative methods, research design, survey methods, collecting and analysing research data, simple statistical examination. Under supervision, students will produce a 5,000 word research paper. The paper could be a piece of practical or empirical work, or a review of the literature on a relevant topic. The paper will revolve around a good question (as opposed to a thesis), and will consider many possibilities and types of evidence.

DIPLOMA IN INTERNATIONAL BUSINESS & FINANCIAL MARKETS WITH A LANGUAGE

Course Overview

This programme provides students with comprehensive knowledge and skills in a range of multidisciplinary business subjects. Students will gain expertise in the principles and practices of marketing, management, financial markets and economics in preparation for a career in international business. Students will gain language skills in a choice of European languages, Chinese or Russian. Through their participation in the programme, students will develop the skills to be become business leaders in national and international markets.

This is an ideal programme for students who wish to:
Gain a critical understanding of a number of business functions in international markets;
Understand the influence of international markets on business and management in today's global economy;
Develop basic language skills in a chosen area of interest;
Develop key transferable skills of critical thinking, problem-solving, decision-making and communications skills;
Improve their employability opportunities by re-skilling in the area of international business with a language;

Entry Requirements

The Diploma programme is open to diploma and degree holders of all disciplines, from a University or other recognized third level educational institution. Applicants should hold a NQAI level 7 qualification (minimum), or equivalent.

Key Course Facts

ECTS Weighting:	30 ECTS
Award(NFQ Level):	Level 8
Duration of course:	The programme is part-time and is one year in duration.
Mode of Study:	The programme will be delivered via a combination of blended learning and classroom-based learning modules.
EU & non- EU fees:	1,950 euros per annum

Course Outline

The Diploma in International Business & Financial Markets is divided over two semesters. Students will study two business modules per semester worth 5 credits each and a year-long language module (10 credits) in their chosen area. Students attend

language classes on a weekly basis throughout the academic year while the business modules will be taught via blended learning.

Using the blended learning mode students receive easy to follow course materials and attend monthly seminars on a Friday or Saturday (approximately four times per term). Students will also have access to the online learning system which supports students in between face-to-face classes where they can engage with the module tutor and fellow students in the virtual learning environment.

Students choose four business modules and one language:

Business modules (modules may require a minimum enrolment number)

Action Marketing
Electronic Commerce
Management Skills
Ireland in the Global Economy
Innovation & Entrepreneurship
International Financial Markets
Financial Markets Project

Students also have a choice of one of the following language options:
Business Chinese
Business French
Business Spanish
Business Russian

Students with prior learning in Spanish or French will have the option of taking either of these languages at intermediate level.

Requirements & Assessments
Modules are assessed by a combination of written assignments during the semester and a formal examination at the end of each semester.

Career Opportunities
The Diploma in International Business & Financial Markets is aimed at students who wish to develop their careers in today's global business environment. Students will be equipped to take up management, organisational development and team leader roles in a range of organisations and functions such as administration, accounts, ICT, research and development, operations

etc. Graduates will be employable in Irish companies wishing to trade internationally and in multinational organisations based in Ireland and abroad.

The programme may provide an opportunity for students to progress to further business qualifications at masters level.

Start Date
The programme will commence in early September 2013.

DIPLOMA IN E-BUSINESS ANALYSIS

Entry Requirements: This programme is open to applicants from all backgrounds who hold a NQAI level 8 qualification (minimum) or equivalent. It is a conversion diploma aimed at re-skilling unemployed graduates.
ECTS Weighting: 30 ECTS

Course Overview
The Diploma in E-Business Analysis serves distinct needs pertaining to the use, management and development of information systems within organisations. It is anticipated that students will bring to the programme a variety of skills from different backgrounds. The programme is designed as a specialist course which assists students in blending their existing talents with the technological skills and business knowledge needed to design, develop, use and manage information systems in modern organisations.

Semester 1: Any three modules from following (all 5 ECTS):

MS873 Management Information Systems 1
MS805 Database Systems
MS806 Business Applications Programming
MS801 Web Design & Development or MS321 Web & Interactive Media Design
MS803 Business Data Communications or MS320 E-Business Technology
MS403 IS Strategy & Planning
MS820 Interactive Systems Design
MS804 Systems Development and Project Management
MK569 E-Business Marketing

Semester 2: Any three modules from following:

MS808 Electronic Commerce Strategy or MS219 E-Business
MS813 Information Systems Innovation or MS412 Information Systems Innovation
MS810 Information Systems Security & Ethics
MS814 Decision Systems & Business Analytics
MS807 Information Systems Management
MS809 Enterprise Systems or MS319 Enterprise Systems
MS815 Advanced Applications Programming
MS821 Applied Systems Analysis

Standards

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Career Opportunities:

Avail of our strong relationships with employers, recruitment agencies and established alumni network by placing students directly in contact with potential employers.
Provide students with opportunities to gain work experience through the auspices of NUI Galway's Community Knowledge Initiative (CKI).
Provide follow-on support for any business ideas via NUI Galway's 'Bright Ideas' initiative, whereby seed funding is available to kick-start entrepreneurial activities.
Provide access to an online Careers Management Workshop.
Provide CV and interview preparation guidance.

DIPLOMA (SALES AND MARKETING FOR MEDICAL TECHNOLOGIES)

Programme Overview
The overall aim of the programme is to accelerate the marketing and sales performance of the Life Sciences Industry and in particular the Medical Technology sector, particularly to:

1. Deliver an international Sales & Marketing development programme;
2. Significantly enhance the skills of the individual participants and the Sales and Marketing proficiency of their companies.

Programme Objectives
Upon successful completion of the programme, the student will have acquired the learning outcome skills to:

- Identify the basic elements of a marketing strategic including developing a value proposition.
- Understand the impact of doing business internationally including social and cultural challenges.
- Understand the range of potions of developing channels to domestic and international markets and risks associated with exporting.
- Describe the sales environment and decide which customer segments to target.
- Explain how providing service to the customer leads to lifetime worth.
- Too appreciate the issues associated with managing financial and regulatory components of a business.
- To understand the industry context issues surrounding and impacting on companies operating in the Medical Technology sector.
- Communicate effectively through both oral and written presentations.

Entry Requirements
Entry to the Diploma (Sales & Marketing for Medical Technologies) is a level 7 or higher qualification. Alternatively applicants from non-graduates who have demonstrated experience of over six years in a sales and marketing function in other sectors may be considered.

PROGRAMME STRUCTURE
The programme is offered on a part-time basis over one academic year (September – July) and will consist of lectures every Friday for twelve weeks in semester 1, followed by an Applied Sales & Marketing Project in semester 2.

Students are required to:

- Complete four obligatory taught modules in semester 1.
- Complete an applied sales & marketing project in semester 2.
- Attend an Induction Day on the Friday prior to the commencement of semester 1.

Taught Modules ***20 ects***

The taught modules take place semester 1.

MK231 Fundamentals of Marketing (5 ects)
MK232 Financial & Legal Issues in Marketing (5 ects)
MK233 Medtech Innovation Process (5 ects)
MK234 Principles of Selling Process (5 ects)

Applied Sales & Marketing Project ***10 ects***

This applied project is submitted in semester 2.

MK230 Applied Sales & Marketing Project (10 ects)

Assessment & Examination

NUI Galway, as the accrediting institution, will ultimately have sole responsibility for the assessment of all modules, including the applied project.

Assessment will mainly consist of a mix of two hour exams and continuous assessment except in the case of two modules (Medtech Innovation Process and the Applied Sales & Marketing Project) which will be 100% continuous assessment.

Standards

First Class Honours Grade 1:	About 70% overall
Second Class Honours Grade 1:	About 60% overall
Second Class Honours Grade 2:	About 50% overall
Pass:	40% overall

All taught modules (4) are examined in semester 1.

The Applied Marketing Project will be submitted to the Marketing Discipline Office in Semester 2.

Syllabi & Assessment

MK231 Fundamentals of Marketing (5 ects)
This course introduces the fundamental concepts and principles of marketing, such as buyer behaviour, research methods, and the various elements of the marketing mix. It provides a contemporary view of the role and importance of marketing by examining its application in international, European and Irish business situations.

MK232 Financial & Legal Issues in Marketing (5 ects)
Marketing managers need a working knowledge of basic accounting & finance concepts such as costs, margins, contribution, liquidity, operating leverage, cash flow, customer lifetime value, and pro forma income statements. The module also aims to familiarise the learner with the fundamentals of business organisation and company law, and to examine some of the main areas of law relevant to marketing managers and entrepreneurs.

MK233 Medtech Innovation Process (5 ects)
This module will inform participants on the process of medical technology innovation, and the role of market and stakeholder analysis in the understanding and selection of unmet clinical needs for solution development and commercialisation.

MK234 Principles of Selling Process (5 ects)
Sales Management may be described as the engine room of marketing. Every business sells and must effectively manage selling activities. This course examines key issues in selling & sales management that are critical to business success.

MK230 Applied Sales & Marketing Project (10 ects)

This module involves completion of a sales and marketing audit of a firm in the medical technology sector. The sales & marketing audit will evaluate the firm's organisational structure and the sales/marketing strategy. Based on the audit, recommendations on the future direction of the firm's sales and marketing strategy will be presented.

POST GRADUATE DIPLOMA IN INTERNATIONAL SELLING AND EXPORT MANAGEMENT

Key Course Facts
Duration 12 months, full-time
ECTS Weighting: 30 ECTS
Award (NFQ Level): 9
Entry Requirements
Applicants are expected to hold either:
An undergraduate degree, 1st or 2nd class honours in any discipline, along with three years of relevant industry experience*
An Ordinary or 3rd class honours undergraduate degree in any discipline, along with five years of relevant industrial experience*; Or
a recognised professional qualification and five years of relevant industrial experience*.

*Preference will be given to applicants with their industry experience in the industry category the course is mostly aligned mainly BiopharmaPharmachem, Medical Devices sector, ICT and Food and Beverage.

Standards

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Programme Overview
This is a year long programme core course specifically in the areas of international sales and export planning and incorporates an internship offering targeted at specific skills areas; that include a practical application of strong learning dimension. This Diploma will be offered through a combination of flexible delivery mode of taught modules specifically addressing the knowledge, technical and soft skills gaps to up skill and reskill applicants.

Course Schedule
Exams will take place in Semester 1 and Semester 2 with Block Release & Placement in Semester 2.

Semester 1	*ECTS*
MG 582 International Cross Culture Management	10
MK568 Sales and Selling Management	5

Semester 2	*ECTS*
MK578 Strategic Business Marketing	5
MK575 Global Marketing	5
MKXXX Export Internship Project	5

Career Opportunities

The Diploma will enhance participants' skills in this targeted area of international selling and exporting through IEA internships so as to equip learners with applied know-how and skills to prepare them for the workplace. Both IEA and the IITI (Institute of International Trade of Ireland) are committed to promoting and circulating the Diploma course as well as advertising the availability of graduates of this Diploma to its IEA and IITI company members.

REGULATIONS FOR M.COMM. DEGREE

A Candidate will be eligible to obtain the Degree of Master of Commerce after the expiration of the period of Nine Terms from the time of his passing the Examination for the Degree of Bachelor of Commerce. The Candidate must:

(a) present a Dissertation;
(b) present such evidence of professional experience as may be prescribed;
(c) perform such other exercises, as may be prescribed.

Candidates for the Degree of Master of Commerce must obtain the permission of the J.E. Cairnes School of Business and Economics before entering on the course. Intending postgraduate students are advised to enquire at the School Office in the first instance. A Second Class Honours Bachelor of Commerce degree, Grade 2 or higher is required for entry to the programme.

M. PHIL

The M. Phil is a full-time research degree in the disciplines of the Departments of Accountancy and Finance (including Management Information Systems), Economics, Management and Marketing. Registration for the M.Phil is envisaged as the normal route of entry to the Ph.D and it is intended that students achieving the appropriate standards will transfer to the Ph.D programme. In exceptional circumstances permission may be granted to register directly onto the Ph.D. programme by the individual Discipline Postgraduate Research Committee.

The M.Phil. programme is not available to students wishing to complete a Ph.D. on a part-time basis.

Entry Requirements
The normal minimum requirement is a Master's degree to honours standard or equivalent in a subject cognate to one of the disciplines of the Departments of Accountancy and Finance (including Management Information Systems), Economics, Management and Marketing; a professional qualification may be accepted as an alternative by the School. To be eligible for admission, applicants must have identified a proposed supervisor for their intended research project and obtained the recommendation of the Discipline Postgraduate Research Committee and Head of the appropriate Cognitive Discipline.

Overseas applicants may be required to submit the results of a test of their competency in English in accordance with the current University guidelines.

Programme Structure
This is a full time programme of three semesters duration (16 months) commencing in September or January of each year. During the first two semesters students will be required to accumulate a minimum of 60 ECTS composed of :
- 25 credits from courses specified below.
- 35 credits in respect of an advanced research proposal.
In this proposal the student will:
- seek to contextualise his/her particular proposal within the literature,
- provide an extensive discussion of the research question(s) to be addressed
- give an outline of the methodology to be used. This proposal will be assessed in two stages, a preliminary assessment at the end of the first semester of study and a full assessment, which will include an oral presentation, at the end of the second semester.

Based on the achievement of a pass grade in all courses and the assessment of the advanced research proposal the supervisor and Discipline Postgraduate Research Committee will make one of the following evaluations:
- The student will be deemed eligible for upgrade to the Ph.D. register and registration will be transferred to second year of the Ph.D. programme. **The student's subsequent Ph.D studies shall be governed by the University's requirements and regulations regarding the granting of the Ph. D degree**.
- In the event of the student not being upgraded to the Ph.D register, they may proceed to register for the third semester of the M. Phil and complete a dissertation (max, 40,000 words).

Course Structure
Semesters 1 and 2
Obligatory Course

Code	*Module*	*ECTS*
EC556	Philosophy of Social Science (Sem. 1)	5
EC, AY, etcs	Advanced Research Proposal	35

Optional

Students must take a total of 20 credits from the following list of courses, at least 10 of which must come from a Research Methods course (i.e. MG556, EC515.1, EC506, EC374)

Research Methods Courses

Code	*Module*	*ECTS*
MG556	Qualitative Research Methods	10
EC515.1	Data Management & Survey Techniques	10
EC506	Econometrics	10
EC374	Advanced Econometrics	10
EC573	Health Technology Assessment	10

Economics Options

EC660	Research Seminar 1	5
EC661	Research Seminar 2	5

Management Options

MG660	Research Seminar 1	5
MG661	Research Seminar 2	5

Accountancy and Finance Options

AY660	Research Seminar 1	5
AY661	Research Seminar 2	5

MIS Options

MS660	Research Seminar 1	5
MS661	Research Seminar 2	5

Marketing Options

MK660	Research Seminar 1	5
MK661	Research Seminar 2	5

Additional Modules Available:

EC557	Advanced Topics in Applied Economics I	5
EC558	Advanced Topics in Applied Economics II	5
MG552	Innovation & Technology Management	5

SPA470	Innovation Policy	5
SPA471	Evaluation for Public Policy	5
SPA480	Communicating Research to Non Specialists	5

Subject descriptions:

Philosophy of Social Science
Philosophy and Social Science: A Conceptual Framework; Major System of Thought in Philosophy: From Rationalism to Post-Positivism; The Social Sciences: Emergence and Philosophical Foundations; Major Developments in Contemporary Philosophy of Science and Social Sciences; Neo-Positivism: Dominance and Decline; Hermeneutics: The Philosophy of Interpretation and Understanding; Critical Theory; Post-Positivist Philosophies; Critical Realism; Causal Holism; and Social Constructivism.

Qualitative Research Methods
The Research Methods module is intended for students with basic knowledge of qualitative research. It is to help students develop an understanding the techniques and practice of qualitative research, as both an alternative and a complement to quantitative research.
The course will be of value to students in a number of areas:
1) Developing knowledge of major methods of qualitative research.
2) Introduction to methodological and ethical implications of the assumptions of qualitative research.
3) Opportunity to learn from established research practitioners.

Data Management and Survey Techniques
Probability and probability distributions. Test of Hypotheses (design and distribution of selected parametric and non-parametric test statistics). Analysis of variance. Measurement and Scaling. Research process. Methods of data collection. Design of Surveys. Design of questionnaires. Analysis and interpretation of survey data. Data presentation. Applied work using SPSS software

Econometrics
Linear regression model. Dummy variables. Violations of classical assumptions (omitted variables, extraneous variables, heteroscedasticity, and autocorrelation). Topics in single equation regression models (e.g. Discrete Dependant Variables). Regression analysis in practice.

Advanced Econometrics

Topics covered will include Binary Discrete Response Models, Multinomial Response Models, Limited Dependent Variables, Panel Data Models, Instrumental Variables, Dynamic Panel Data Models, Limited Dependent Variable Models and (C) LAD Estimators, GAMS, Policy Evaluation and Count Data Models Survival Analysis. The course has a significant practical content, with students expected to be competent users of a statistical software package at the end of the course.

MASTER OF ACCOUNTING / POSTGRADUATE DIPLOMA IN PROFESSIONAL ACCOUNTING

Programme Objective:
The objective of the programme is to further develop the conceptual foundations and the academic and professional knowledge and skills of honours business graduates who aspire to careers in accounting.

Entry Requirements:
To be eligible for admission to the programme, applicants must normally hold an honours degree in Business or Commerce, with a significant specialisation in Accounting.

The number of places on the programme will be limited. Applicants may be required to attend for interview and other assessments as part of the selection process.

Programme Duration:
The programme is a taught one-year full-time course, commencing in September each year. Apart from the subjects Strategic Management and Management Information Systems which are examined at the end of the first semester, examinations are taken in Summer, and a research paper must be submitted by a date in Summer as determined by the J.E. Cairnes School of Busines and Economics. Repeat examinations are held in Autumn.

Candidates must complete all requirements for the programme within two years of commencement.

Postgraduate Diploma in Professional Accounting
A candidate who has passed all of the modules other than the Research Paper within a period of two years from commencement of the programme shall be eligible for the award of Postgraduate Diploma in Professional Accounting.

Programme Content:

Module	**Subject**	**ECTS**
AY507	Financial Accounting	15
AY508	Auditing	15
AY509	Taxation	10
AY528	Management Accounting	10
AY529	Finance	10
AY537	Skills for Accounting Research and Practice	5

AY518	Research Paper	20
Option – One of the following:		
MS509	Management Information Systems	5
MG571	Strategic Management	5
MS873	Managment Information Systems I	5
Total ECTS Credits for the Programme		**90**

*__Note__: The assessment in the module *Skills for Accounting Research and Practice* is based entirely on course assignments.

SYLLABI:

Financial Accounting

Company accounts: accounting and disclosure requirements of companies legislation; preparation and presentation of financial statements, including cash flow statements; supplementary financial information.

Group accounts: legal requirements; preparation and presentation, including treatment of inter-company items; accounting for goodwill; overseas subsidiaries and foreign currency translation; mergers and acquisitions, including use of fair values; group cash flow statements.

Accounting standards: current Statements of Standard Accounting Practice and Financial Reporting Standards.

Partnership accounts: capital accounts and accounting for goodwill; accounting for partnership changes, including dissolution and incorporation; the rule in *Garner v. Murray*.

Analysis and interpretation of financial statements.

Auditing

The role of auditing: historical development and current controversies.

Principles of auditing.

The legal framework.

The ethical dimension of auditing.

Pre-engagement activities.

Planning the audit, including materiality and the audit risk approach.

Accounting systems and internal controls.

Audit evidence: gathering and assessment.

Some audit problem areas: fraud and error, going concern, and related parties.

Audit reporting, including reports to management.

Corporate governance.

Taxation

Introduction to the theoretical basis for taxation.

Structure, administration and procedures of the Irish taxation system.

Practical application of the principles of Irish tax legislation and case law in relation to Income tax, Corporation tax, Value added tax, Capital gains tax, Capital acquisitions tax, Probate taxes and Stamp duties. Pay related social insurance and levies.
Tax planning, tax evasion and tax avoidance - legislation and case law.
International aspects of taxation including double taxation treaties.

Management Accounting
The organisational context of management accounting. Short and long run decisions. Management of uncertainty. Capital investment decisions. Strategic management accounting.
Costing systems, including activity based costing and backflush costing. Cost management information systems; quality management; JIT; throughput accounting; business process re-engineering. Learning and experience curves; lifecycle costing. Statistical analysis of accounting data. Management accounting in manufacturing, service and not-for-profit environments.
Control systems; budgetary control; variance analysis. Financial and non-financial performance measures. Internal performance measurement; divisionalisation; transfer pricing.
Behavioural, organisational, economic and sociological perspectives on management accounting.

Management Information Systems I
The objective of this course is to provide students with an understanding of how information technology and information systems are used in business. Topics to be covered include information technology architecture, strategic information systems, computer hardware, computer software, systems development life cycles. Practical computer experience will be given in word processing, graphical presentation and spreadsheet software packages.

Finance
Long-term investment decisions: capital investment appraisal methods; asset replacement decision; life cycle costing; consideration of capital rationing, mutually exclusive projects, risk, and taxation.
The financing decision: the theory and practical aspects of capital structure; Modigliani and Miller; impact of arbitrage and taxation; implications for cost of capital.
Financial Institutions; Sources of short and medium term finance; Long term finance and capital markets. Valuation of securities.
Portfolio theory and CAPM; Arbitrage Pricing Theory.
The dividend decision: the theoretical and practical aspects of dividend policy.
Working capital management: requirements; management of components.

Foreign currency and interest rate risk management. Option valuation; Options and capital investment decisions.
Growth strategies; mergers and acquisitions; management buyouts.
Current developments and emerging issues in Financial Management.

Accounting Research Methods
The nature and purpose of accounting research. Identification of accounting research issues; hypothesis formulation. Research methods and tools; contemporary accounting research. A priori research; literature review.
Statistical analysis in accounting research: descriptive statistics, probability, sampling, analysis of variance, goodness-of-fit, regression analysis.
Online and off-line sources of research literature and data. Questionnaire design and use. Fieldwork approaches to accounting research. Case study research in accounting. Interpretation and presentation of accounting research findings.

Management Information Systems
Information Technology Concepts; Hardware, Software, Software development Environments, Telecommunications and Networks.
Management Decision Systems; including Information Reporting Systems, Decision Support Systems, Executive Information Systems, GroupWare, Data Warehousing.
Information Systems Management and Development; Systems Development Life Cycle, Managing the Developing Process, End User Computing.
Information Technology and Organisational Strategy; Strategic IS/IT Planning Redesigning the Organisation Through Information Technology, Managing the IS/IT Investment.
Security and Control in Information Systems; including Computer Auditing, CAATS, Audit of Systems Development.
Emerging issues; The Internet, Electronic Commerce.

Strategic Management
This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

Research Paper
Candidates are required to prepare and submit a research paper on a topic agreed with their research supervisor, and following the specified presentation guidelines. Depending on the scope and depth of the research issue, a joint paper presented by two of more candidates may be accepted.

MASTER OF SCIENCE: ACCOUNTING

Programme Objective:
This programme reflects changes in accounting, business and the economy. It is designed to provide advanced knowledge in accounting and related areas and to
- up-skill qualified accountants who are currently out of the workforce with the knowledge and skills necessary to adapt to changes in the business environment throughout their working life
- broaden the knowledge base of this group to enable them to contribute to broader areas of business
- develop their research capabilities including skills such as critical evaluation and make them more attractive to potential employers.

Entry Requirements:
To be eligible for admission to the programme, applicants must hold an honours undergraduate degree in Business or Commerce. In addition, students must hold a professional accounting qualification recognised in Ireland.
Prior Learning is recognised on this programme and qualified accountants will be able to seek exemptions from a maximum of 30 credits. The University will provide advice and support to applicants who wish to apply for exemption(s) from modules on this programme.
The number of places on the programme will be limited to five. Applicants may be required to attend for interview and other assessments as part of the selection process.

Programme Duration:
The programme is a taught two-year part-time course, commencing in September each year.
Candidates must complete all requirements for the programme within two years of commencement.

Programme Structure:
Students must take 45ECTS per year. The 45 ECTS must include the specified core modules for each year of the programme. Results for all modules are considered at the Summer examination Board.

The pass mark in each module is 50%. Compensation is not permitted. Candidates are exempted from further examination in modules passed.

Honours are awarded based on weighted average marks, in accordance with the following standards:

First Class Honours:	About 70%
Second Class Honours:	About 60%

Normally, honours will not be awarded in cases where:

(i) a module is passed at an examination session other than the normal examination session on completion of the course;
(ii) the research project is not submitted by the due date determined by J.E. Cairnes School of Business & Economics.

Continuous Assessment:
The assessment in the module Accounting Research Project is based solely on continuous assessment.

In modules other than Accounting Research Project, up to 30% of the marks may be allocated to course work. In such cases, a minimum of 45% is required in the final written examination in a subject before marks for course work may be included in the determination of the overall mark for the subject in question, unless the percentage mark for course work falls below the percentage mark for the final written examination.

Time Limit:
Candidates must complete all requirements for the programme within the two year period.

Modules:

Core- Year 1	Module Title	ECTS
AY507	Financial Accounting	10
AY509	Taxation	10
Core-Year 2		
AY525	Management Accounting	10
AY526	Accounting Research Project	30
Optional		
AY508	Auditing	15
AY527	Finance	5
MS509	Management Information Systems	5

MS807	Information Systems Management	5
MS809	Enterprise Systems	5
MS808	Electronic Commerce Strategy	5
MS813	Information Systems Innovation	5
MS814	Decision Systems & Business Analytics	5
MG571	Strategic Management	5
EC568	Seminar in Financial Economics II	5
EC567	Financial Econometrics II	5
MK311	Services Marketing	5
LW364	International Trade Law	5
LW372	Insurance Law	5
LW377	Company Law I	5
LW382	International Business Law	5
LW333	Comparative Competition Law	5
LW356	Industrial & Intellectual Property Law	5
LW374	Banking Law	5
LW401	EC Competition Law	5

Course Descriptions:

AY507 Financial Accounting
Learning objectives: provide an in-depth understanding of: company accounts (accounting and disclosure requirements of companies legislation; preparation and presentation of financial statements, including cash flow statements; supplementary financial information), group accounts (legal requirements; preparation and presentation, including treatment of inter-company items; accounting for goodwill; overseas subsidiaries and foreign currency translation; mergers and acquisitions, including use of fair values; group cash flow statements), Accounting standards (current Statements of Standard Accounting Practice and Financial Reporting Standards), Partnership accounts (capital accounts and accounting for goodwill; accounting for partnership changes, including dissolution and incorporation; the rule in *Garner v. Murray)*, Analysis and interpretation of financial statements.

AY525 Management Accounting
Learning objectives: provide an in-depth understanding of: the organisational context of management accounting, short and long run decisions, management of uncertainty, capital investment decisions, strategic management accounting, costing systems, including activity based costing and backflush costing, cost management information systems, quality management, JIT, throughput accounting, business process re-engineering, learning and experience curves, lifecycle costing, statistical analysis of accounting data, management accounting in manufacturing, service and not-for-profit environments, control

systems, budgetary control, variance analysis, financial and non-financial performance measures, internal performance measurement, divisionalisation, transfer pricing, behavioural, organisational, economic and sociological perspectives on management accounting.

AY509 Taxation
Learning objectives: provide an in-depth understanding of: Introduction to the theoretical basis for taxation, Structure, administration and procedures of the Irish taxation system, Practical application of the principles of Irish tax legislation and case law in relation to Income tax, Corporation tax, Value added tax, Capital gains tax, Capital acquisitions tax, Probate taxes and Stamp duties. Pay related social insurance and levies, Tax planning, tax evasion and tax avoidance - legislation and case law, International aspects of taxation including double taxation treaties.

AY526 Accounting Research Project
Learning objectives: provide an in-depth understanding of: the nature and purpose of accounting research, identification of accounting research issues, hypothesis formulation, research methods and tools, contemporary accounting research, a priori research, literature review, statistical analysis in accounting research (descriptive statistics, probability, sampling, analysis of variance, goodness-of-fit, regression analysis), online and off-line sources of research literature and data, questionnaire design and use, fieldwork approaches to accounting research, case study research in accounting, interpretation and presentation of accounting research findings. instill in students an ability to critically evaluate previous scholarly literature, conduct primary or secondary research, explain and justify the methods used in data collection, present the results and explain and justify any inferences made on the basis of the results

AY527 Finance
Learning objectives: provide an in-depth understanding of: long-term investment decisions, capital investment appraisal methods, asset replacement decision, life cycle costing, consideration of capital rationing, mutually exclusive projects, risk, and taxation, the financing decision, the theory and practical aspects of capital structure; Modigliani and Miller; impact of arbitrage and taxation; implications for cost of capital. Financial Institutions; Sources of short and medium term finance; Long term finance and capital markets. Valuation of securities. Portfolio theory and CAPM; Arbitrage Pricing Theory. The dividend decision: the theoretical and practical aspects of dividend policy. Working capital management: requirements; management of components. Foreign currency and interest rate risk management. Option valuation; Options and capital investment decisions. Growth strategies; mergers and acquisitions;

management buyouts. Current developments and emerging issues in Financial Management.

AY508 Auditing
Learning objectives: provide an in-depth understanding of: the role of the external auditing including the role of auditing: historical development and current controversies, principles of auditing, the legal framework, the ethical dimension of auditing, pre-engagement activities, planning the audit, including materiality and the audit risk approach, accounting systems and internal controls, audit evidence: gathering and assessment, some audit problem areas: fraud and error, going concern, and related parties, audit reporting, including reports to management and corporate governance.

MS509 Management Information Systems
Learning objectives: Information Technology Concepts; Hardware, Software, Software development Environments, Telecommunications and Networks. Management Decision Systems; including Information Reporting Systems, Decision Support Systems, Executive Information Systems, GroupWare, Data Warehousing, Information Systems Management and Development; Systems Development Life Cycle, Managing the Developing Process, End User Computing. Information Technology and Organisational Strategy; Strategic IS/IT Planning Redesigning the Organisation Through Information Technology, Managing the IS/IT Investment. Security and Control in Information Systems; including Computer Auditing, CAATS, Audit of Systems Development. Emerging issues; The Internet, Electronic Commerce.

MS807 Information Systems Management
Learning objectives: The objective of this module is to explore IS management and implementation issues. Topics to be covered include: IS as a socio-technical system; the impact of IS on business; how IS changes the competitive landscape; planning for the use of IS resources; value creation and IS creating value with IS in the modern landscape; appropriating value over the long term; justifying the IT investment; development and implementation; modern system and trends.

MS809 Enterprise Systems
Learning objectives: The objective of this module is to develop students understanding of Enterprise Systems in business. Topics may include: information systems in the functional areas including systems to support finance, marketing, human resources and manufacturing; business processes; Enterprise Resources Planning (ERP) systems; Customer Relationship Management (CRM) systems; Supply Chain Management (SCM) systems; Global Supply Chain Management and Design; Enterprise Application

Integration (EAI); operations management; designing Enterprise Systems; frameworks for implementing Enterprise Systems; benefits and drawbacks of Enterprise Systems; Enterprise Systems software (e.g., SAP); critical perspectives on Enterprise Systems; case studies in Enterprise Systems; emerging directions and issues in Enterprise Systems.

MS808 Electronic Commerce Strategy
Learning objectives: The objective of this module is to provide students with both a theoretical and applied understanding of information systems strategy, with particular focus on the issues, challenges and opportunities associated with electronic commerce. Topics to be covered may include electronic commerce strategy; business-to-business e-commerce; e-retailing; e-banking; e-commerce investments and funding; online communities for business; and emerging topics and issues.

MS813 Information Systems Innovation
Learning objectives: The objective of this module is to provide students with an understanding of Information Systems as (i) an enabler of organisational innovation and (ii) as an innovation in itself. Topics to be covered include: key concepts in the theory and process of Information System innovation; how to manage and apply Information Systems innovation; using explicit skills for defining IS innovation goals, generating ideas, empowering IS teams, and monitoring the results of IS innovation; knowledge management systems for managing innovation; working effectively as an IS professional and as a member of an IS Innovation team; presenting, communicating, and promoting IS innovation plans; applying what you have learned to managing IS innovation in an organisation. An important aspect of this postgraduate course is an in-depth study of the IS innovation plan of an IS department.

MS814 Decision Systems & Business Analytics
Learning Objectives: The objective of this module is to provide students with an understanding of decision making, decision support systems and business analytics in the context of individual, managerial and business decision-based problems. Topics may include: decision making; decision strategies and approaches; information presentation and data visualisation for decision making; decision support systems (DSS); DSS concepts, methodologies, and technologies; modelling and analysis; group support systems; data warehousing and OLAP, data mining techniques and tools, e.g. neural networks, genetic algorithms; intelligent systems; emerging topics and technologies.

MG571 Strategic Management
Learning objectives: This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores

their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

EC568 Seminar in Financial Economics 2
Learning objectives: The aim of this course is to provide an opportunity for students to integrate the diverse material in other courses in the context of developments in financial markets and institutions and related policy debates. This may in particular involve further explorations in the literature of the economics of financial markets, and contributions from a number of sources, including financial market participants.

EC567 Financial Econometrics 2
Learning objectives: This course aims to equip students with the essential econometric skills used in applied financial analysis. Topics covered include ARMA models, GMM, VARs, non-stationary linear time series, ARCH and GARCH models, and the application of these models to asset management and financial market data.

MK311 Services Marketing
Learning objectives: Service businesses dominate developed economies, including Ireland. However, at a tactical level, marketing services is critically different, more complex and organisationally more pervasive than marketing physical products. This course will examine the principle issues involved in marketing services. The course content includes: service businesses; the key issues in services marketing; the characteristics of services and their marketing implications; service quality; the servuction model, operations and marketing implications; the services marketing triangle and the extended services marketing mix; the theatrical/dramaturgical approach to service delivery effectiveness.

LW364 International Trade Law
Learning objectives: This course examines the legal framework of the international trade system. The ways in which a State may encourage or frustrate trade are considered such as most favoured nation clauses, national treatment clauses, escape clauses, dumping and export subsidies. Particular attention is devoted to the roles of the General Agreement on the Tariffs and Trade (GATT), the International Monetary Fund, and, in the context of North-

South trade relations, the United Nations Conference on Trade and Development (UNCTAD).

LW372 Insurance Law
This course examines the general principles of insurance law, the regulation of insurance business and the insurance contract. Aspects which are examined in detail include the important issues of non-disclosure, misrepresentation, and breach of conditions and warranty. The course will also examine important aspects of selected types of insurance as prescribed from time to time.

LW377 Company Law 1
Learning objectives: The Legal classification of organisations. Structures for the conduct of business, especially the single trader, partnership, company and the co-operative society. The formation of a company by registration under the Companies Acts. The concepts of corporate personality, limited liability, and ultra vires. The law relating to the Memorandum and Articles of Association. The definition, function and legal duties of company promoters and directors. The nature, issue, allotment and maintenance of capital. Mortgages, charges and receivership. Company membership, shares and debentures, share certificates and share transfers. Majority rule and minority rights. The law relating to company management, administration, mergers, take-overs, and monopolies, companies, capitalism, and industrial democracy. The EC company law harmonisation programme. The legal process and problems of company liquidation and dissolution.

LW382 International Business Law
Learning objectives: This course is an introduction to the law and practice relating to private international business agreements. The course traces an international business agreement from formation through to dissolution. Issues examined include: methods of formation (such as licensing and distributorship); insurance and financing; host and home country controls on the agreement through antitrust, health and safety, marketing and other laws; and methods of conflict resolution, such as arbitration.

LW333 Comparative Competition Law
Learning objectives: The aim of the course is to familiarise students with the manner and extent to which the law operates to regulate the market behaviour of businesses, and to enquire into the validity and practical implications of such control. Systems to be studied in detail are those of the EC and Ireland with frequent comparative reference made to UK and US law. Specific topics include the concept of and perceived need for competition, historical development of competition law, the various types of market structure and

behaviour subject to control; the law relating to (i) restrictive trade practices, (ii) concentrations of economic power; procedural and enforcement issues.

LW356 Industrial and Intellectual property law
Learning objectives: This course will examine the legal protection granted by statute and the common law to industrial and intellectual property. It will examine patent law, copyright and trade mark law, beginning first with an examination of the economic justification for such rights and then proceeding to examine the different sections in detail. Consideration will also be given to breach of confidence and EC competition law as it bears upon intellectual property rights.

LW374 Banking Law
Learning objectives: The legal position and regulation of banks and the banker-customer relationship are explored in this course. The legal duties and liabilities of banks to customers and third parties are examined in relation to banking transactions, the provision of advice, and confidentiality requirements. The legal regulation of both electronic and paper-based banking will be considered.

LW401 EC Competition law
Learning objectives: An introduction to the Economics of Competition: Article 85: Vertical and Horizontal Agreements; Article 86: Abuse of a dominant position; Articles 92-93: State Aids; Article 91: Anti dumping. Examination of relationship between EC and national legislation. This course will examine the legal protection granted by statute and the common law to industrial and intellectual property. It will examine patent law, copyright and trade mark law, beginning first with an examination of the economic justification for such rights and then proceeding to examine the different sections in detail. Consideration will also be given to breach of confidence and EC competition law as it bears upon intellectual property rights.

All modules may not be available. Quotas of student numbers per module may apply.

MASTER OF ECONOMIC SCIENCE (1EE1)
(Economic Policy Evaluation & Planning)

Programme Outline
The Master of Economic Science (Economic Policy Evaluation & Planning) can only be obtained by examination, together with a minor dissertation on a subject matter approved by the Programme Board and for which a supervisor is available. The programme is a taught one-year full-time course and normally includes an internship at the end of the course in an appropriate regional or national agency.

Entry Requirements
Students admitted to the course will normally hold a primary Degree with Second Class Honours Grade 1 or equivalent, and which will normally have included the study of intermediate level economics. Students who hold a Higher Diploma in Economics with Second Class Honours, Grade 1 or equivalent may also apply.

Courses
Students must take five core modules as follows:

Code	**Subject**	**ECTS**
EC501	Microeconomic Theory	10
EC502	Macroeconomic Theory	10
EC515	Data Management and Survey Techniques	10
EC506	Econometrics	10
EC516	Policy and Planning Analysis	10
Plus:		
EC505	Minor Dissertation	10

Students must also take three options from the following specialised modules:

EC517	Cost Benefit Analysis and Evaluation	10
EC526	Public Sector Economics	10
EC374	Advanced Econometrics	10
EC576	International Monetary Economics	10
EC572	Health Systems and Policy Analysis	10
EC5102	Renewable Energy Economics and Policy	10
EC5101	Marine Economics and Policy	10
EC5100	Agricultural Economics and Policy	10

If one or more of these options cannot be offered in a particular year the Programme Board will make alternative arrangements as resources allow.
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily a major contribution to a particular field of study. The dissertation will normally be linked to an internship in an appropriate regional or national agency.

Assessment
Each module, with the exception of the minor dissertation, will be examined by an end of semester written examination and appropriate course-work.

Timing of Examinations
Modules will be examined at the end of Semester 1 and Semester 2 with repeat examinations in Autumn.

Standards

First Class Honours	70% on the aggregate
Second Class Honours, Grade 1	60% on the aggregate
Second Class Honours, Grade 2	50% on the aggregate
Pass	40% on the aggregate

Where the student has failed the examination overall, the mark in modules in which a pass mark has been obtained will be carried forward to all subsequent examinations. Students will not be permitted to retake modules previously passed.

Course Content

Macroeconomic Theory
Major schools of macroeconomic thought. Employment and unemployment. Business cycles. Control of macroeconomic fluctuations. Growth and development. Governments and growth. International macroeconomics. Fiscal federalism.

Microeconomic Theory
Consumer theory. Producer theory. General equilibrium. Market failure. Risk and uncertainty. Efficiency and Equity. Welfare economics.

Data Management and Survey Techniques
Probability and probability distributions. Test of Hypotheses (design and distribution of selected parametric and non-parametric test statistics). Analysis of variance. Measurement and Scaling. Research process. Methods of data collection. Design of Surveys. Design of questionnaires. Analysis and

interpretation of survey data. Data presentation. Applied work using SPSS software.

Econometrics
Linear regression model. Dummy variables. Violations of classical assumptions (omitted variables, extraneous variables, heteroscedasticity, and autocorrelation). Topics in single equation regression models (e.g. Discrete Dependant Variables). Regression analysis in practice.

Cost Benefit Analysis and Evaluation
Foundations of cost-benefit analysis. Welfare economics. Social objectives and the allocation of resources. Project appraisal and analysis. Measuring cost and benefits. Risk and uncertainty. Distributional questions. Contingent valuation. Policy and programme evaluation. Case studies in cost-benefit analysis.

Policy and Planning Analysis
Economic analysis and moral philosophy. Institutional structures for policy and planning. Policy formulation and implementation. Research and the policy making process. The measurement of economic and social progress: the role of statistical and qualitative indicators. Theories of social valuation. Policy evaluation methodology: measuring efficiency, effectiveness and outcomes. Methodology of regional analysis: typologies, models and performance indicators. Comparative policy analysis. Case studies in planning.

Health Systems and Policy Analysis
The module examines alternative health and social care systems operating in developed economies. The structures, funding, incentive arrangements and performance of systems are compared. Policy development, appraisal and system reform are critically appraised including examination of strategies aimed at tackling emerging public health issues such as ageing and obesity and policies aimed at cost containment. Case studies are used to explore policy development, implementation and appraisal.

Renewable Energy Economics
The economics of renewable energy options will be an important topic for study within this course. Welfare economics and energy and the environment is also explored and attention is given to energy externalities, public goods, Pigovian taxes in the energy sector, emission standards, tradable permits, tradable energy certificates, tax credits and Coasian analysis. Concepts such as economic and thermodynamic efficiency are reviewed. The economics of energy distribution systems and energy firm behavior and electricity deregulation is critically analyzed. Electricity pricing systems such as peak load pricing, energy efficiency and energy conservation is explored. The course is designed to evaluate specific energy policies concerned with energy systems including

passive and active solar, wind, photovoltaic's, hydroelectricity, hydrogen fuel cells and tidal and wave power. Emphasis will be given to an analysis of policies concerned with renewable energy in developing countries.

Marine Economics and Policy
This module will use economic analysis to evaluate specific marine policies in the areas of marine tourism and recreation, shipping, offshore energy production, aquaculture, fishing, coastal development, and the protection of marine habitats and biodiversity. The valuation of marine ecosystem services and the bio-economic modeling of the lifecycle of marine species in order to make predictions about growth, movement, reproduction and the possible optimising of yield from their exploitation will also be a focus of this module. The course will utilise a variety of teaching methodologies including traditional lectures, in-class debates, computer labs, audio-visual presentations and guest speakers made up mainly of marine sectoral specialists within the Irish Marine Institute.

Agricultural Economics and Policy
This course explores the major economic topics and issues facing agricultural input industries, agricultural producers, retailers and agricultural policymakers. Public policy analysis related to the development of the agricultural sector, the price of agricultural commodities produced and the distribution of farm incomes will be of particular interest. The course aims to deepen students' understanding of how economic theory can be theoretically and empirically applied to policy problems within the agricultural sector. Special attention will be given to the empirical analysis of farm level output and income data. Students will also benefit from input from agricultural economists within the Rural Economy Research Centre, Teagasc.

Public Sector Economics
Public expenditure theory. Public choice. Income distribution. Poverty. Theories of the Welfare State. Comparative analysis.

Advanced Econometrics
Topics will include Binary Discrete Response Models, Multinomial Response Models, Limited Dependent Variables, Panel Data Models, Instrumental Variables, Dynamic Panel Data Models, Limited Dependent Variable Models and (C)LAD Estimators, GAMS, Policy Evaluation and Count Data Models Survival Analysis. The course has a significant practical content, with students expected to be competent users of a statistical software package at the end of the course.

International Monetary Economics
This course deals with applied issues in international monetary economics. Having taken the course, students should be in a position to follow contemporary discussion of central banks and exchange rates, EMU, international monetary policy coordination, financial crises in developing countries, and other special topics.

MASTER OF ECONOMIC SCIENCE (PART-TIME)

Programme Outline
The Master of Economic Science part-time taught programme (Economic Policy Evaluation & Planning) can only be obtained by examination, together with a minor dissertation on a subject matter approved by the Programme Board and for which a supervisor is available. The course is two years in duration and may include an internship at the end of the course in an appropriate regional or national agency.

Entry Requirements
Students admitted to the course will normally hold a primary Degree with Second Class Honours Grade 1 or equivalent, and which will normally have included the study of intermediate level economics. Students who hold a Higher Diploma in Economics with Second Class Honours, Grade 1 or equivalent may also apply.

Courses
Students must take five core modules as follows:

Code	**Subject**	**ECTS**
EC501	Microeconomic Theory	10
EC502	Macroeconomic Theory	10
EC515	Data Management and Survey Techniques	10
EC506	Econometrics	10
EC516	Policy and Planning Analysis	10
Plus:		
EC505	Minor Dissertation	10

Students must also take two options from the following specialised modules:

EC517	Cost Benefit Analysis & Evaluation	10
EC526	Public Sector Economics	10
EC576	International Monetary Economics	10
EC572	Health Systems and Policy Analysis	10
EC5102	Renewable Energy Economics and Policy	10
EC5101	Marine Economics and Policy	10
EC5100	Agricultural Economics and Policy	10

If one or more of these options cannot be offered in a particular year the Programme Board will make alternative arrangements as resources allow.

The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily a major contribution to a particular

field of study. The dissertation will normally be linked to an internship in an appropriate regional or national agency.

Assessment
Each module, with the exception of the minor dissertation, will be examined by an end of semester written examination and appropriate course-work.

Timing of Examinations
Modules will be examined at the end of Semester 1 and Semester 2 with repeat examinations in Autumn.

Standards

First Class Honours	70% on the aggregate
Second Class Honours, Grade 1	60% on the aggregate
Second Class Honours, Grade 2	50% on the aggregate
Pass	40% on the aggregate

Students must obtain an overall average of 40% for the four courses taken in Year 1 in order to proceed to Year 2 of the programme. Where the student has failed the examination overall, the mark in the modules in which a pass mark has been obtained will be carried forward to all subsequent examinations. Students will not be permitted to retake modules previously passed.

Structure of Programme
Courses are offered and examined in the semesters indicated below:

Year 1		
Semester 1		*ECTS*
EC501	Microeconomic Theory	10
EC515	Data Management and Survey Techniques	10
Semester 2		
EC516	Policy and Planning Analysis	10
	Option course	10
Year 2		
Semester 1		
EC502	Macroeconomic Theory	10
EC506	Econometrics	10
Semester 2		
	2 Optional courses	20
Semester 1 & 2		
EC505	Minor Dissertation	10

Course Content

Macroeconomic Theory
Major schools of macroeconomic thought. Employment and unemployment. Business cycles. Control of macroeconomic fluctuations. Growth and development. Governments and growth. International macroeconomics. Fiscal federalism.

Microeconomic Theory
Consumer theory. Producer theory. General equilibrium. Market failure. Risk and uncertainty. Efficiency and Equity. Welfare economics.

Data Management and Survey Techniques
Probability and probability distributions. Test of Hypotheses (design and distribution of selected parametric and non-parametric test statistics). Analysis of variance. Measurement and Scaling. Research process. Methods of data collection. Design of Surveys. Design of questionnaires. Analysis and interpretation of survey data. Data presentation. Applied work using SPSS software

Econometrics
Linear regression model. Dummy variables. Violations of classical assumptions (omitted variables, extraneous variables, heteroscedasticity, and autocorrelation). Topics in single equation regression models (e.g. Discrete Dependant Variables). Regression analysis in practice.

Cost Benefit Analysis and Evaluation
Foundations of cost-benefit analysis. Welfare economics. Social objectives and the allocation of resources. Project appraisal and analysis. Measuring cost and benefits. Risk and uncertainty. Distributional questions. Contingent valuation. Policy and programme evaluation. Case studies in cost-benefit analysis.

Policy and Planning Analysis
Economic analysis and moral philosophy. Institutional structures for policy and planning. Policy formulation and implementation. Research and the policy making process. The measurement of economic and social progress: the role of statistical and qualitative indicators. Theories of social valuation. Policy evaluation methodology: measuring efficiency, effectiveness and outcomes. Methodology of regional analysis: typologies, models and performance indicators. Comparative policy analysis. Case studies in planning.

Public Sector Economics
Public expenditure theory. Public choice. Income distribution. Poverty. Theories of the Welfare State. Comparative analysis.

Advanced Econometrics
Topics will include Binary Discrete Response Models, Multinomial Response Models, Limited Dependent Variables, Panel Data Models, Instrumental Variables, Dynamic Panel Data Models, Limited Dependent Variable Models and (C)LAD Estimators, GAMS, Policy Evaluation and Count Data Models Survival Analysis. The course has a significant practical content, with students expected to be competent users of a statistical software package at the end of the course.

International Monetary Economics
This course deals with applied issues in international monetary economics. Having taken the course, students should be in a position to follow contemporary discussion of central banks and exchange rates, EMU, international monetary policy coordination, financial crises in developing countries, and other special topics.

Health Systems and Policy Analysis
The module examines alternative health and social care systems operating in developed economies. The structures, funding, incentive arrangements and performance of systems are compared. Policy development, appraisal and system reform are critically appraised including examination of strategies aimed at tackling emerging public health issues such as ageing and obesity and policies aimed at cost containment. Case studies are used to explore policy development, implementation and appraisal.

Renewable Energy Economics
The economics of renewable energy options will be an important topic for study within this course. Welfare economics and energy and the environment is also explored and attention is given to energy externalities, public goods, Pigovian taxes in the energy sector, emission standards, tradable permits, tradable energy certificates, tax credits and Coasian analysis. Concepts such as economic and thermodynamic efficiency are reviewed. The economics of energy distribution systems and energy firm behavior and electricity deregulation is critically analyzed. Electricity pricing systems such as peak load pricing, energy efficiency and energy conservation is explored. The course is

designed to evaluate specific energy policies concerned with energy systems including passive and active solar, wind, photovoltaic's, hydroelectricity, hydrogen fuel cells and tidal and wave power. Emphasis will be given to an analysis of policies concerned with renewable energy in developing countries.

Marine Economics and Policy

This module will use economic analysis to evaluate specific marine policies in the areas of marine tourism and recreation, shipping, offshore energy production, aquaculture, fishing, coastal development, and the protection of marine habitats and biodiversity. The valuation of marine ecosystem services and the bio-economic modeling of the lifecycle of marine species in order to make predictions about growth, movement, reproduction and the possible optimising of yield from their exploitation will also be a focus of this module. The course will utilise a variety of teaching methodologies including traditional lectures, in-class debates, computer labs, audio-visual presentations and guest speakers made up mainly of marine sectoral specialists within the Irish Marine Institute.

Agricultural Economics and Policy

This course explores the major economic topics and issues facing agricultural input industries, agricultural producers, retailers and agricultural policymakers. Public policy analysis related to the development of the agricultural sector, the price of agricultural commodities produced and the distribution of farm incomes will be of particular interest. The course aims to deepen students' understanding of how economic theory can be theoretically and empirically applied to policy problems within the agricultural sector. Special attention will be given to the empirical analysis of farm level output and income data. Students will also benefit from input from agricultural economists within the Rural Economy Research Centre, Teagasc.

Public Sector Economics

Public expenditure theory. Public choice. Income distribution. Poverty. Theories of the Welfare State. Comparative analysis.

Advanced Econometrics

Topics will include Binary Discrete Response Models, Multinomial Response Models, Limited Dependent Variables, Panel Data Models, Instrumental Variables, Dynamic Panel Data Models, Limited Dependent Variable Models and (C)LAD Estimators, GAMS, Policy Evaluation and Count Data Models Survival Analysis. The course has a significant practical content, with students expected to be competent users of a statistical software package at the end of the course.

MASTER OF ECONOMIC SCIENCE: NATURAL RESOURCE ECONOMICS AND POLICY

Description of the Programme

Economics is the study of the use of scarce resources to satisfy human needs and wants. Current debates in Ireland and Europe in relation to agricultural policy, food security versus bio-fuel production, fisheries management, offshore energy, marine spatial planning, and 'green' and 'blue' growth clearly demonstrate the importance of thinking about our natural resources with an economist's perspective.

This programme is designed therefore to develop the analytical modelling skills of economics graduates for future employment in the private and public sectors concerned with the environment, agriculture, energy, food, fisheries and other marine sectors. In particular, the programme considers how economic modelling tools can be used to contribute toward the development of an economy's marine, energy and agricultural sectors and, more generally, an environmentally sustainable economy. Particular emphasis is given to the use of quantitative economic modeling techniques and its application to environmental problems and marine, energy and agriculture policy issues.

These modeling skills are increasingly in demand in industry, local and national government, utilities, consultancies, environmental agencies and academia. Employers are looking for economists, with an interdisciplinary background who have good skills across all major areas of economics yet who are quantitatively highly competent.
The programme also aims to deepen students' knowledge of interactions between economy, society and natural resources. Students will have the opportunity to develop analytical modeling tools and draw on concepts coming from many different disciplines and fields of expertise to propose policy measures for sustainable development. They will have the ability to influence the formulation of business and corporate strategies in the marine, energy and agriculture sectors and shape regulatory policy.

The programme is directed by a team of highly-respected teachers, researchers and consultants within the School of Business and Economics at NUI Galway. NUI Galway is also fortunate to be in close proximity to, and have a close relationship with, the Rural Economy Research Centre, Teagasc, the Irish Marine Institute and SEAI. As such, Agricultural, Energy and Marine Policy Researchers within these organizations will participate in the delivery of the programme and these organizations will facilitate the placement of a number of students for work experience and the completion of their minor dissertation.

It is an intensive 12 month taught programme based on course work, examinations, a

minor thesis and a student placement. It is also ideal preparation for students considering further postgraduate study in marine, energy and agricultural or environmental economics and policy. Figure 1 provides an outline of the structure of the programme.

Courses offered during full time course over 1 year.

Semester 1	***Semester 2***
EC501 Microeconomic Theory	*EC526 Public Sector Economics*
EC562 Natural Resource Governance	*EC517 Cost Benefit Analysis and Evaluation*
EC515 Data Management and Survey Techniques	*EC561 Economic Modelling*
EC506 Econometrics	*Options (EC5101 Marine Economics and Policy, EC5100 Agriculture Economics and Policy, EC518 Renewable Energy Economics), EC374 Advanced Econometrics*

In addition to coursework, students also complete a minor dissertation over a 3 month period. A number of internships in environmental, agricultural, energy or marine research institutes and/or development agencies, will also be offered. These will be competitive placements which will allow the student to apply the skills learned on the programme in a real-world environment.

Minimum Entry Requirements

Students admitted to the course will normally hold a primary degree with second class honours, grade 1 or equivalent, which will have included the study of economics to intermediate level. Students who hold a Higher Diploma in Economics with second class honours, grade 1 or equivalent, may also apply.

Number of Students

It is expected that approximately twenty five students would take the course (20 students from EU member states and 5 international students).

Course Descriptions (10 ECTS per course)

EC501 Microeconomic Theory

Topics covered include consumer theory, producer theory, general equilibrium, game theory, market failure, risk and uncertainty, efficiency and equity, welfare economics and market structure.

EC506 Econometrics

Topics covered include the linear regression model, dummy variables, biases due to omitted variables, extraneous variables, heteroscedasticity, and autocorrelation, probit

and logit models, and regression analysis in practice.

EC515 Data Management and Survey Techniques
Topics covered include probability and probability distributions, tests of hypotheses (design and distribution of selected parametric and nonparametric test statistics), analysis of variance, measurement and scaling, research process, methods of data collection, design of surveys and questionnaires, the analysis and interpretation of survey data, data presentation and applied work using SPSS software.

EC517 Cost Benefit Analysis and Evaluation
Topics covered include foundations of cost-benefit analysis; welfare economics; social objectives and the allocation of resources; project appraisal and analysis; measuring cost and benefits; risk and uncertainty; distributional questions; contingent valuation; policy and programme evaluation and case studies in cost-benefit analysis.

EC505 Minor Dissertation
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily be a major contribution to a particular field of study. The dissertation will normally be linked to an internship in an appropriate regional or national agency.

EC519 Local and Rural Development
Topics covered include theories of growth; technical change and economic growth; methods of spatial and regional analysis; theories of uneven development, spatial microeconomics and spatial macroeconomics.

EC526 Public Sector Economics
Topics covered include public expenditure theory, public choice theory, income distribution, poverty, theories of the welfare state, comparative analysis and social policy modelling.

EC561 Economic Modelling
The course in Economic Modelling will provide a theoretical underpinning to quantitative modelling in general and, from a practical point of view, will focus on existing model types that are used to provide decision support for policy makers. The models focused on in the practical part of the course will be selected from the following model types: sectoral programming models, computable general equilibrium models, agent based models, micro-simulation models, large scale econometric models and ecological models. Appropriate software packages will be used to work on building up models for practical project-based work.

EC562 Natural Resource Governance

This module will use economic tools to investigate how integrated environmental strategies concerned with energy, waste management and transport have been successfully implemented in Ireland, the European Union and OECD countries. Particular emphasis will be given to the sustainable allocation of resources using integrated resource management strategies for energy, urban transport and waste management in an urban and rural context. Economic analysis will be employed to evaluate International, European and Irish climate change, energy, transport and waste management policies. An analysis of legislation and economic incentives concerned with regional renewable energy, climate change abatement, integrated transport systems and waste management will also be undertaken.

EC518 Renewable Energy Economics
The economics of renewable energy options will be an important topic for study within this course. Welfare economics and energy and the environment is also explored and attention is given to energy externalities, public goods, Pigovian taxes in the energy sector, emission standards, tradable permits, tradable energy certificates, tax credits and Coasian analysis. Concepts such as economic and thermodynamic efficiency are reviewed. The economics of energy distribution systems and energy firm behavior and electricity deregulation is critically analyzed. Electricity pricing systems such as peak load pricing, energy efficiency and energy conservation is explored. The course is designed to evaluate specific energy policies concerned with energy systems including passive and active solar, wind, photovoltaic's, hydroelectricity, hydrogen fuel cells and tidal and wave power. Emphasis will be given to an analysis of policies concerned with renewable energy in developing countries.

EC5101 Marine Economics and Policy
This module will use economic analysis to evaluate specific marine policies in the areas of marine tourism and recreation, shipping, offshore energy production, aquaculture, fishing, coastal development, and the protection of marine habitats and biodiversity. The valuation of marine ecosystem services and the bio-economic modeling of the lifecycle of marine species in order to make predictions about growth, movement, reproduction and the possible optimising of yield from their exploitation will also be a focus of this module. The course will utilise a variety of teaching methodologies including traditional lectures, in-class debates, computer labs, audio-visual presentations and guest speakers made up mainly of marine sectoral specialists within the Irish Marine Institute.

EC5100 Agricultural Economics and Policy
This course explores the major economic topics and issues facing agricultural input industries, agricultural producers, retailers and agricultural policymakers. Public policy analysis related to the development of the agricultural sector, the price of agricultural commodities produced and the distribution of farm incomes will be of particular interest. The course aims to deepen students' understanding of how economic theory can be theoretically and empirically applied to policy problems within the agricultural sector.

Special attention will be given to the empirical analysis of farm level output and income data. Students will also benefit from input from agricultural economists within the Rural Economy Research Centre, Teagasc.

MASTER OF ECONOMIC SCIENCE: INTERNATIONAL FINANCE

This programme is designed to provide students with a rigorous understanding of international macroeconomics and finance, enabling them to pursue careers in any area of the finance profession, including financial services, business, and economic policymaking. The programme aims to equip students with the advanced technical skills needed to produce sophisticated analysis of issues in international finance. Graduates with these skills are highly valued by banks and other financial institutions, public institutions such as central banks, and multinational corporations.

The financial services sector is one of the fastest growing sectors of the Irish economy. Over the past decade, employment in the industry has nearly doubled, and media reports continue to highlight an acute shortage of high-skilled graduates to fill job vacancies in the sector. Moreover, financial services has been identified by the Irish government as one of the outstanding avenues for the delivery of high value-added jobs in Ireland and a crucial sector in the further development of Ireland's knowledge-based economy.

In particular, the programme aims to deepen students' understanding of the forces driving the global economy and the operations of international financial markets. Special emphasis is given to current issues in international economic policy and to recent developments in cross-boarder investment, risk-management, and asset pricing.

Students admitted to the course will normally hold a primary degree (level 8) with second class honours, grade 1, or equivalent, which will have included the study of economics to intermediate level. Students who hold a Higher Diploma in Economics with second class honours, grade 1, or equivalent may also apply.

This is a full-time 12-month taught programme based on course work, examinations, and a minor thesis. It is also ideal preparation for students considering further postgraduate study in international macroeconomics and finance.

Courses offered

Semester 1	**Semester 2**
Macroeconomic Theory	Quantitative Methods in Finance
Financial Econometrics 1	International Monetary Economics
Seminar in Financial Economics 1	Financial Econometrics 2
International Finance	Seminar in Financial Economics 2
	Advanced Econometrics

In addition to coursework, students also complete a minor dissertation.

Course Descriptions (10 ECTS per course)

EC502 Macroeconomic Theory

This course aims to provide students with a solid understanding of modern macroeconomic theory. Topics covered include major schools of macroeconomic thought, employment and unemployment, business cycles, control of macroeconomic fluctuations, growth and development, governments and growth, and fiscal policy.

EC563 International Finance

This course aims to introduce students to the core issues in international macroeconomics and finance. Topics covered include theories of current account determination, international capital market integration, determinants of the real exchange rate, and dynamic open-economy macroeconomic models.

EC564 and EC567 Financial Econometrics I and II

These courses aim to equip students with the essential econometric skills used in applied financial analysis. Topics covered include ARMA models, GMM, VARs, non-stationary linear time series, ARCH and GARCH models, and the application of these models to asset management and financial market data.

EC565 and EC568 Seminar in Financial Economics I and II

The aim of these courses is to provide an opportunity for students to integrate the diverse material in other courses in the context of developments in financial markets and institutions and related policy debates. This may in particular involve further explorations in the literature of the economics of financial markets, and contributions from a number of sources, including financial market participants.

EC566 Quantitative Methods in Finance

This course builds on students' existing knowledge of financial analysis and extends to cover further issues in financial markets. The topics to be discussed include advanced asset and derivative pricing theory, empirical issues in finance, market microstructure, financial risk analysis, and additional special

topics in finance. The course focuses on the technical aspects of finance both at analytical as well as computational level to provide necessary technologies to analyze high-frequency financial data.

EC576 International Monetary Economics
This course deals with applied issues in international monetary economics. Having taken the course, students should be in a position to follow contemporary discussion of central banks and exchange rates, EMU, international monetary policy coordination, financial crises in developing countries, and other special topics.

EC505 Minor Dissertation
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily be a major contribution to a particular field of study.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

Programme Objective
The objective of the Executive MBA programme is to enhance and develop business and management capabilities through real world learning and prepare students for strategic leadership roles in increasingly complex environments.

Entry Requirements
Entry to the Executive MBA degree programme is open to graduates who have at least three years of professional, administrative or business experience. Candidates who have professional qualifications recognised by the J.E. Cairnes School of Business and Economics as being equivalent to a primary degree may also be considered for admission. The admission decision for qualifying candidates is made following an interview. Candidates may also be required to have a satisfactory GMAT score and may be required to secure an acceptable standard in IELTS/TOEFL (with not less than 5.5 in any one component).

Programme Structure
The Executive MBA programme is a taught programme, offered on a part-time basis over two years. Candidates will attend classes on a block release basis. Candidates will also attend an induction session at the start of the first semester in first year. Candidates who successfully complete the requirements of the first year and choose to exit the programme are eligible for the award of the Postgraduate Diploma in Management. This award is confined to those first year Executive MBA candidates who, having passed first year, decide not to proceed to second year of the Executive MBA.

FIRST YEAR COURSES FOR THE EXECUTIVE MBA PROGRAMME

The core subjects for the first year of the Executive MBA programme are as follows:

Semester One

Code	***Subject***	***ECTS***
AY533	Financial Management	5
MG578	Management and Organisation	5
EC554	Economics and the Business Environment	5
MS541	Business Information Systems	5

Semester Two

Code	***Subject***	***ECTS***
AY532	Accouting for Managers	5
MG579	Human Resource Management	5

MS542	Enterprise Architecture Management	5
MKXXX	Markets & Marketing	5

Students will take two electives in May of Year 1. Students will have the option of doing electives at NUI Galway or those on offer in May on the MBA programme at the University of Limerick.

Summer Year 1

Code	***Subject***	***ECTS***
MG585	International Study Visit	5
MK516	Business Negotiations	5
MG586	International Management	5
CM500	Taxation	5
CM501	Strategic Sales Management	5
CM502	Technology Management	5
CM503	Corporate Social Responsibility and Sustainable Enterprise	5
CM504	Corporate and Commercial Law	5
CM505	Strategic Human Resource Development	5

The electives offered will depend on the interests of students, and on the availability of teaching staff at NUI Galway and the University of Limerick.

SECOND YEAR COURSES FOR THE EXECUTIVE MBA PROGRAMME

The second year of the Executive MBA programme is organised on a semester basis, and subjects are examined at the end of each semester. Students must accumulate the 40 ECTS credits for the second year to be eligible for the award of the Executive MBA degree.

Semester One

The subjects in the first semester of the second year, all of which are examined at the end of the semester, are as follows:

Core Course:

Code	***Subject***	***ECTS***
MG528	Strategic Management	5
MG590	Leadership and Change	5

Elective Courses:
Candidates are required to select one elective from those being offered from the following list:

Code	***Subject***	***ECTS***
MG588	Innovation and Entrepreneurship	5
MK551	Services Marketing	5
EC548	Irish Economic Policy	5
MS543	Decision Systems and Business Intelligence	5

Semester Two
The subjects in the second semester of the second year, all of which are examined at the end of the semester, are as follows:

Core Course:

Code	*Subject*	***ECTS***
MG589	Company-based Interdisciplinary Consultancy Study	15
AY535	Performance Management, Ethics & Governance	5

Electives Courses:
Candidates are required to select one elective from those being offered from the following list:

Code	***Subject***	***ECTS***
LW505	Law and Policy Relating to Business Enterprise	5
MS544	Information Systems Innovation	5
MK553	Strategic Marketing	5
AY534	Corporate Financial Management	5

The electives offered in any semester will depend on the interests of students, and on the availability of teaching staff.

Marks and Standards
Candidates obtain credit for any subjects passed at an examination sitting.

A minimum pass mark of 40% is required in each subject for the award of credit.

A minimum of 35% is required in the final written examination in a subject before marks for course work may be included in the determination of the overall mark for the subject in question, unless the percentage mark for course work falls below the percentage mark for the final written examination.

Honours are awarded in the Executive MBA degree examination according to the following standards:

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

The calculation of the final award is based on the combined results of Year One and Year Two - the overall mark to be derived from adding together 40% of the Year One marks and 60% of the Year Two marks.

Syllabi

Year One - Semester 1

Accounting for Managers
The analysis and interpretation of published financial statements. Use of accounting information by managers. Product costing systems. Cost-volume-profit analysis. Relevant cost data for decision making. Price and output decisions. Decision-making under uncertainty. Activity-based costing and activity-based management. Target costing and lifecycle costing. The control function of management. Use of accounting information for control, including budgeting and variance analysis.

Management and Organisation
This course deals with the role and contribution of management in organisational settings within the broader environment. In addition to the rationale, nature and contexts of management, the course focuses on the classic management functions of planning, decision-making, leading, organising and controlling. In terms of content, the course has a dual emphasis. Firstly, management roles, processes and activities are examined for each of the management functions and across interactions between functions. Secondly, the environmental and organisational imperatives of change, creativity and innovation in management are explored, both in their own right and as core to, and embedded within, the functions of management.

Economics and the Business Environment
The external environment for any business can be characterised by one word: complexity. A study of the main principles of economics can help make sense of this external complexity, and may also be useful in understanding certain options within the firm. Microeconomics and macroeconomics issues are considered in this module, from both a theoretical and applied perspective. Microeconomics is the study of how choices are made by individuals, households, firms and governments. Topics covered under microeconomics include: optimizing decisions of consumers and firms, game theory and strategic interaction, market failure and the role of government, incentives and economic behaviour and risk management. Macroeconomics is the study of economy-wide phenomena, such as economic growth, trade, unemployment, inflation, interest rates, national accounts, currencies and exchange rates. Most of the economic issues that recur in political debate are macroeconomic issues. A model will be developed to examine the possible consequences of different events and policies, both national and global, on the macroeconomy.

Business Information Systems
The objective of this course is to develop an understanding of the importance of Information Systems for business decision making, and managing and sustaining business operations and strategy. Topics may include: Foundation concepts of Information Systems; IS models; the use of IS to support problem solving and decision-making in organisations; decision support systems; cross-functional systems including enterprise systems and customer relationship management systems; e-business and innovation; information security and ethics; IS in a globalised world; managing IS resources; emerging topics and technologies.

Year 1 - Semester Two

Financial Management
The objective of this course is to introduce students to the principles of financial management, the decision-making needs of financial managers and the various choices of a firm's goals managers can choose to pursue. Topics covered will include: Market Valuation and Present Values; Capital Investment Appraisal Criteria: The Capital Investment Appraisal Process; Risk Analysis in Capital Investment Appraisal: Options and Corporate Finance; the Valuation of Bonds and Shares; the Firms' Cost of Capital, Working Capital Management; the Maturity Structure of Financing and Sources of Finance.

Human Resource Management
This course examines the theoretical and applied aspects of people management within the firm. It explores the workings of the employment relationship in a contemporary context. The course examines the interests and expectations of the parties in that relationship as well as some of the fundamental principles of organisational behaviour. The course will enable students to identify, understand, and evaluate human resource policies and practices at an operational level. The course will also explore the impact of the employee relations framework in Ireland and examine the typical functions of HR departments (including reward management, performance management, training and development, and employee relations).

Enterprise Architecture Management
The objective of this course is to develop an understanding of how to generate and capture value from investments in Enterprise Architecture from a business perspective. Topics may include: aligning IS with business and organisational strategy; IS enabled Business operating models; strategic IS architectures and infrastructures; enterprise architecture maturity; IS strategy; strategic IS planning and management; IS value creation; operations management; advanced topics in cross-functional enterprise systems; supply chain management; contemporary technologies supporting business intelligence and executive information systems; emerging topics.

Process-Driven Marketing
The objective of this course is to examine the principal issues in contemporary marketing theory, structured around the process of marketing planning. Principal topics will include the development of marketing thought; the marketing planning process; analysing market opportunities using a marketing information system; responding to market opportunities and threats by planning the marketing mix; connecting marketing with other key business functions and performance indices.

Year 1 - Summer

International Study Visit
Organisations now operate in a global environment and it is important to understand different perspectives and experiences in an international context. The international study trip will give students the opportunity to visit businesses, attend lectures, and interact with business leaders and others in an international context. This optional study visit will take place in May of year one. Students will write a critical learning reflection diary documenting their experience and learning from the trip.

Business Negotiations
The objective of this course is to give students such theoretical background as will enable them to analyse negotiating situations and prepare appropriately. Role-played case studies will be used to help students acquire the skills and tactics of negotiation. Topics include: approaches to understanding negotiating behaviour; preparation for negotiations; analysis of different negotiating situations; game theory and decision analysis; and conflict and negotiation within organizations.

International Management
As business becomes increasingly globalised managers require the skills to manage diverse groups of workers either in a different national culture or the more diversified workforce in the domestic market. The module provides students with a greater understanding of both a range of international management practices and the management tools and frameworks that will enhance their effectiveness in the soft skills of international management. It enables the students to identify, compare and contrast different management practices adopted internationally and appreciate the impact of national cultures and business systems on leadership styles, decision making styles, and interpersonal dynamics across cultures. Topics covered include cross-cultural communication and negotiation, global ethics, motivation and leadership across cultures, managing global teams.

Taxation
The context and theory of taxation. The basic principles of: Income tax; Corporation tax; Capital gains tax. Capital acquisitions tax. VAT. The incorporation decision. Tax efficient cash extraction. The tax implications of buying and selling a business, whether assets or shares. The patent income exemption.
Tax planning basics. International holding company location decisions.

Strategic Sales Management
Strategic Sales Process (Relationship between Sales & Marketing; Overview of Personal Selling Process; Sales Responsibilities and Preparation; Personal Selling Skills, Negotiation Techniques; Territory Management; Key Account Management) Strategic Sales Management (Managing a Professional Sales Organisation; Sales Structures and Organisations; Sizing the Salesforce & Territory Allocation; Recruitment, Motivating and Controlling a Salesforce; Salesforce Compensation; Sales Performance Metrics & Performance Appraisal; Selling Internationally; Sales Forecasting)

Technology Management
Business opportunities and strategies; Innovation Management; Markets for new products and technologies, identifying and interpreting customer needs, translating customer needs into product specifications. New product and service ideas; Sources of technology, technology transfer, strategic alliances, IPR issues. R&D management, Product Development Process, Prototypes, Product Development Organisation, product commercialisation and launch. Managing technical projects, project definition, planning and execution.

Corporate Social Responsibility & Sustainable Enterprise
Introduction to CSR; defining CSR; critical review of the emergence of CSR in contemporary business practice; the domain of CSR (environment, workplace, community and marketplace); Implementation frameworks such as Stakeholder theory, and relationships and networks approach to business; CSR implementation practices such as performance evaluation and performance reporting board management training, change management, and business planning for sustainable enterprises

Corporate and Commercial Law
Contracts for the sale of goods, consumer protection, reservation of title clauses, hire purchase and leasing. Commercial contracts of agency, bailment, carriage of goods by land, sea and air. Financial services law, negotiable instruments, cheques, electronic transfer of funds, free movement of capital within Europe, European banking regulation. Intellectual property rights, trademarks, copyright and patents, creation, protection, endurance and profit. Regulation of competition policy, national and European, comparative view of US anti trust legislation, enforcement mechanisms, the relationship between intellectual property rights and competition abuses. Remedies at Law and Equity, alternative mechanisms for dispute resolution, arbitration, private courts, negotiation. Bankruptcy, personal versus corporate, historical evolution, philosophical basis, Bankruptcy Act 1988, comparative views from the U.S.

Strategic Human Resource Development
Definitions of HRD. Context of HRD. HRD Stakeholders. HRD individual and corporate performance. HRD roles and competencies. Utilising HRD strategies to address performance issues. Management and leadership development. Learning differences. Designing and evaluating learning interventions. Managing careers through HRD.

Year Two – Semester 1

Strategic Management
The purpose of the course is to expose students to the concepts, theories and techniques on which strategic management is based and to explore their applications in a wide range of settings. The design and implementation issues are central throughout the course. The topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competence and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisational structure and design, resource allocation and control. This course will also explore how best to manage organisational change by introducing students to the theories and models concerning organisational change that are derived from both Organisational Development and Strategic Management. The course is taught through a variety of methods, including business games simulation, case studies and projects.

Company-based Interdisciplinary Consultancy Study
Serving as the capstone to the Executive MBA, students undertake a group-based, interdisciplinary study of a host company in its industry setting. The objectives are to integrate acquired, discipline-based skills; to apply student knowledge, expertise and experience in the context of a real business situation; and to develop the interpersonal skills needed for effective cross-functional teamwork. Successful project requirements include research, writing and communication skills, analytical and problem-solving capabilities, a value-added focus, a multi-disciplinary perspective, critical evaluative thinking, application of the principles, concepts, theories, techniques and systems of strategy and business disciplines and the ability to work in partnership mode in a team setting. The course is conducted through a wide range of taught modules, experiential learning and in-company study.

Year 2 – Semester One Electives

Creative Difference & Innovation I
Creativity is an essential aspect of successful leadership and successful business, and this course looks at how to develop it. Based on the principle of universal human creativity, this course examines the creative differences of personality types and the obstacles to creativity that different types face, and it helps students to relate their personal creativity to their employment.

Innovation and Entrepreneurship
Entrepreneurial motivation; profile of entrepreneurs, inventors and innovators. Stages in starting a business from idea generation and evaluation, through negotiation, to birth and survival. Innovation management of technical, social, legal, and ethical issues in innovating and implementing technology; strategic technology and innovation management; aligning new technologies with strategic business objectives; acquiring and developing strategic technological platforms; managing R&D; managing innovation partnerships and alliances. Key aspects of the start-up process including marketing, resource identification, financing, growth strategies. The role of state supports for entrepreneurship and innovation.

Services Marketing
Service businesses dominate developed economies, including Ireland. However, at a tactical level, marketing services is critically different, more complex and organisationally more pervasive than marketing physical products. This course will examine the principle issues involved in marketing services. The course content includes: service businesses; the key issues in services marketing; the characteristics of services and their marketing implications; service quality; the servuction model, operations and marketing implications; the services marketing triangle and the extended services marketing mix; the theatrical/dramaturgical approach to service delivery effectiveness.

Irish Economic Policy
The aim of the course is to provide advanced analytical and empirical insights into the performance of the Irish economy. This course examines conceptual and theoretical issues in relation to development and growth in the Irish economy. Although the main emphasis will be on an exploration of the modern Irish economy, the course will include a historical dimension. Ireland's performance will also be placed in a comparative context and the impact of the European Union on public policy in Ireland will be examined. Some of the issues that will be addressed in the course are as follows: long-run growth in the Irish economy, employment and unemployment, industrial policy, fiscal and monetary policy, social partnership, regional policy, social policy and income distribution.

Decision Systems and Business Intelligence
The objective of this module is to provide students with an understanding of decision-making and problem solving, decision support systems and business analytics in the context of individual, managerial and business decision-based problems. Topics may include: decision making and problem solving; decision strategies and approaches; information presentation and data visualisation for decision making; decision support systems (DSS); DSS concepts,

methodologies, and technologies; modelling and analysis; group support systems; knowledge management; data warehousing and OLAP, business intelligence and analytics techniques and tools, intelligent systems; emerging topics and technologies.

Year 2 - Semester Two Electives

Law and Policy Relating to Business Enterprise
In general the course will examine the law and policy relating to core legal issues that arise in the business environment. Primarily, the focus will be on critical analysis and evaluation of a range of legal principles pertinent to conducting business. In this regard, of major importance will be company and partnership law. The Law facilitates the creation and operation of these associations as a matter of public policy. Inter alia, the legal treatment of associations, the consequences of incorporation, duty of directors and protection of minority shareholders will be examined and discussed. The course may also deal with selected relevant topics deemed appropriate by the lecturer.

Leadership and Change
This course will consider the approaches to leadership used to initiate, design and implement change initiatives considering the organisational context and environmental situation. Different approaches to change will be considered in conjunction with the nature of the leadership required to implement each approach. Topics will be chosen to help students to understand the ways that leadership can be effectively applied, considering their own attributes and position within their organisation. Students will be required to draw on their own experience and to develop their own leadership and group-working skills. Ethical considerations for organisations implementing change will also be discussed.

Information Systems Innovation
The objective of this module is to provide students with an understanding of Information Systems (IS) as an enabler of organisational innovation, and an innovation in itself. Topics may include: key concepts in the theory and process of Information System innovation; how to manage and apply Information Systems innovation; using explicit skills for defining IS innovation goals, generating ideas, empowering IS teams, and monitoring the results of IS innovation; knowledge management systems for managing innovation; working effectively as an IS professional and as a member of an IS innovation team; presenting, communicating, and promoting IS innovation plans; applying what you have learned to managing IS innovation in an organisation; emerging topics.

Strategic Marketing

Increasingly, marketers are involved in charting the direction of the organization and contributing to decisions that will create and sustain a competitive advantage and affect long-term organisational performance; hence, the emergence of strategic marketing management. Creating and delivering value requires insight into the organisations changing marketplace and decisions regarding how to match the organisation's distinctive capabilities with promising value opportunities. Being able to do this is the key for many marketers to increase their influence and drive profitability. Understanding the strategic dimensions of marketing from a market–driven perspective challenges organizations to: (1) develop a shared vision throughout the organization about the market and how it is likely to change in the future; (2) identify opportunities for delivering superior value to customers; (3) position the organization and its brands in the market place to obtain the best match between distinctive capabilities and value opportunities; (4) recognise the potential benefits of partnering with customers, suppliers, distribution channel members, internal functions, and even competitors; and (5) shape the design of the organization to implement and manage strategy.

Corporate Financial Management

In today's capital markets, financing and related decisions have become challenging. This corporate financial management course is aimed at developing the students understanding and application of financial concepts and tools introduced on the core financial management course. The objective of this course is to develop analytical tools for making sound investment and financing decisions in business. Topics covered will include: Portfolio Theory and Asset Pricing Models; Capital Structure Theory and Analysis; Leasing Decisions; Dividend Policy; Mergers and Acquisitions; Financial Risk Management.

Performance Management, Ethics and Governance

Effective performance management and high standards of business ethics and corporate governance are crucial for organisations in the current economy. To survive, organisations must be both creative and efficient and management control systems have a role in balancing these objectives. Lapses in ethical standards in business have highlighted the importance of effective management control systems. Topics covered in this course include the key issues in performance management, types of management control systems, creativity and efficiency paradigms, performance measurement tools and accounting measures of performance, the stages of ethical decision-making, and factors impacting on ethical standards in a business context. In addition, the module will include an introduction to the basic principles and historical context of

corporate governance, implications of governance failure, corporate governance in practice and the wider stakeholder community, and corporate governance reform.

POSTGRADUATE DIPLOMA IN MANAGEMENT

Programme Objective
The objective of the Postgraduate Diploma programme is to provide qualified and experienced individuals with a foundation of management education which will help them develop the conceptual and practical skills required to support the practice of management. The Postgraduate Diploma programme also provides participants with a basis for more advanced study of management. Accordingly, candidates who successfully complete the Postgraduate Diploma programme are eligible for admission to the programme of studies for the Executive MBA degree, and are given exemption from the requirements of the first year of the programme.

Entry Requirements
Entry to the Postgraduate Diploma in Management is open to graduates and to the holders of professional qualifications recognised by the J.E. Cairnes School of Business and Economics, who have at least three years of professional, administrative or business experience. Applications from non-graduates who have a minimum of five years of professional, business or administrative experience may also be considered provided their educational or professional backgrounds suit them to the requirements of the course. The admission decision is made following an interview. Candidates may also be required to have a satisfactory GMAT score and may be required to secure an acceptable standard in IELTS/TOEFL (with not less than 5.5 in any one component).

Programme Structure
This taught programme is offered on a part-time basis over one academic year. Candidates will attend classes on a block release basis. Candidates will also attend an induction session at the start of the first semester in first year.

Courses for the Postgraduate Diploma in Management
The subjects for the Postgraduate Diploma in Management are as follows:

Semester One

Code	***Subject***	***ECTS***
AY533	Finanical Management	5
MG578	Management and Organisation	5
EC554	Economics and the Business Environment	5
MS541	Business Information Systems	5

Semester Two

Code	*Subject*	*ECTS*
AY532	Accounting for Managers	5
MG579	Human Resource Management	5
MS542	Enterprise Architecture Management	5
MK510	Process-Driven Marketing	5

Summer Year 1

Code	*Subject*	*ECTS*
MG587	Applied Project	10

Students will take two electives in May of Year 1. Students will have the option of doing electives at NUI Galway or those on offer in May on the MBA programme at the University of Limerick.

Summer Year 1

Code	*Subject*	*ECTS*
MG585	International Study Visit	5
MK516	Business Negotiations	5
MG586	International Management	5
CM500	Taxation	5
CM501	Strategic Sales Management	5
CM502	Technology Management	5
CM503	Corporate Social Responsibility and Sustainable Enterprise	5
CM504	Corporate and Commercial Law	5
CM505	Strategic Human Resource Development	5

The electives offered will depend on the interests of students, and on the availability of teaching staff at NUI Galway and the University of Limerick.

Students must accumulate the 60 ECTS credits for the programme within two academic years to be eligible for the award of the Postgraduate Diploma.

Marks and Standards

Candidates obtain credit for any subjects passed at an examination sitting. A minimum pass mark of 40% is required in each subject for the award of credit. A minimum of 35% is required in the final written examination in a subject before marks for course work may be included in the determination of the

overall mark for the subject in question, unless the percentage mark for course work falls below the percentage mark for the final written examination.

The Postgraduate Diploma in Management is awarded without distinction as to grade and is confined to first year EMBA candidates who, having passed first year EMBA, decide not to proceed to second year EMBA. For students that proceed to second year of the EMBA the Marks and Standards for the EMBA programme will apply. See below:

Honours are awarded in the Executive MBA degree examination according to the following standards:

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

The calculation of the final award is based on the combined results of Year One and Year Two - the overall mark to be derived from adding together 40% of the Year One marks and 60% of the Year Two marks.

Syllabi

The syllabi for the subjects in the Postgraduate Diploma in Management are the same as those for the corresponding subjects in the first year of the EMBA degree programme with the exception of the Applied Project.

Applied Project

Students will complete an applied business project. The objectives are to apply student knowledge, expertise and experience in the context of a real business situation. Successful project requirements include research, writing skills, analytical and problem-solving skills, critical evaluative thinking, and application of relevant principles, concepts, and theories of business and management.

MASTER OF BUSINESS STUDIES (MBS) DEGREE PROGRAMMES

The MBS is a programme of advanced studies and research. It is designed for students who have achieved an honours standard in the B.Comm. (or equivalent business degree) and who have demonstrated aptitude for further study and research in a specialised subject area. It is offered under two modes, namely, Mode A which is primarily by research and major dissertation and Mode B which is primarily by course work, examination and minor dissertation. The facility to complete the MBS by research on a part-time basis is also available.

MBS ENTRY REQUIREMENTS:

The minimum entry requirement for the MBS programmes is nornally an honours B.Comm. or equivalent business degree, i.e. a Second Class Honours, Grade 2 or higher. However, not all applicants meeting this standard will be admitted as the number of places available in any year will be limited. Furthermore, to be admitted to any subject area, candidates must have taken a substantial amount of that subject in their undergraduate degree.
The MBS selection committee will assess applicants' aptitude for the course, including research ability as well as the performance of candidates in examinations in subjects relevant to their chosen area. Overseas applicants may be required to submit results of both the T.O.E.F.L./IELTS (with not less than 5.5 in any one component), and the Graduate Management Admission Test (G.M.A.T.).

- MBS Mode A

This mode is available in the following subject areas:
Accounting & Finance,
Industrial Relations & Human Resource Management,
Management Information Systems,
Marketing.

The MBS (Mode A) requires registration for two academic years.

Students must take lectures and present for examinations in the following courses:

- Research Methods (50 marks)
- Quantitative Statistics (50 marks)
- Research Seminar (200 marks)

Further optional courses may be required.

Students in Mode A are required to complete a major research dissertation (which carries 600 marks) under the supervision of staff members. The dissertation is completed in the course of the Summer of the Second Year and must be lodged by the date published by the Examinations Office.

Candidates who, without School permission, present the dissertation after the closing date as specified, or who are resubmitting the dissertation, shall be confined to a maximum mark of 40% in the dissertation.
The degree must be completed within a period of three years from initial registration.

MBS (ELECTRONIC COMMERCE)

Programme Objectives
The MBS in E-Commerce is a two year programme that combines business management and technological skills with a graduate placement opportunity in the second year. Students develop a comprehensive portfolio of business and analytical skills and they also develop extensive technical expertise. The overall aim of the programme is to equip students with the range of technical and business skills needed to implement and manage e-commerce solutions successfully in a business environment.

Entry Requirements
Normally the miniumum requirements will be (a) a second class honours Bachelor of Commerce or equivalent business degree (level 8), or (b) a second class honours, grade 1 or higher in the Higher Diploma in Business Studies from NUI, Galway or other approved colleges.

All applicants whose first language is not English or who have not been educated through the medium of the English language during their two most recent years of study must satisfy the requirements of the International Affairs Office in order to be eligible to apply.

Programme Structure
The programme is offered on a full-time basis over two academic years. The programme consists of lectures, practical classes, seminars, projects, and professional experience. To be eligible for the award of the MBS (Electronic Commerce), candidates must successfully complete year 1 taught modules to a total of 60 ECTS, and the year 2 professional experience programme (60 ECTS).

A candidate who has passed all of the modules in year 1 but fails to successfully complete year 2 within a period of 3 years from commencement of the programme shall be eligible for the award of a Postgraduate Diploma in Electronic Commerce.

1st Year	**Course Code**	**ECTS**	**First Sitting**
Web Design & Development	MS801	5	Semester I
Interactive Systems Design	MS820	5	Semester I
Business Policy	MG534	10	Summer
Systems Development & Project Management	MS804	5	Semester I
Database Systems	MS805	5	Semester I
Business Applications Programming	MS806	5	Semester I
Decision Systems & Business Analytics	MS814	5	Semester II
Information Systems Strategy and Innovation	MSxxx	5	Semester II
Information Systems Management	MS807	5	Semester II
Applied Systems Analysis	MS821	5	Semester II
Elective Modules (choose one)			
Information Systems Security & Ethics	MS810	5	Semester II
Advanced Applications Programming	MS815	5	Semester II

2nd Year	**Course Code**	**ECTS**	**First Sitting**
Professional Experience	MS526	60	Summer

Syllabii

Web Design & Development
The objective of this module is to provide students with applied skills in web systems development and multimedia object development. Topics may include: HTML; Web and Multimedia development tools (e.g. Dreamweaver, Expression); Web development concepts, methods and techniques; Web interaction design; web systems project management issues; multimedia object development; image, audio animation and video production and editing; object

development tools (e.g. Fireworks, Photoshop, Flash); new and emerging topics in Web systems design and development.

Interactive Systems Design
This module provides an applied course concentrating on the effective design and development of Information Systems. Topics covered may include: principles of interactive design; socio-technical systems; usability engineering; understanding users; affective aspects of interface design; persuasive technologies; interaction paradigms and user interface design; design issues for new technologies; data gathering and analysis, including observation, ethnography, task analysis; user-centred design; lifecycle models; design and prototyping including techniques such as scenarios, use-cases, user profiles; evaluation of interactive systems including usability testing, field studies, inspections and predictive models; usability legislation and directives; accessibility; emerging topics and issues.

Business Policy
This course is divided into two components as follows:

Strategic Management Principles
The purpose of this component of the course is to introduce students to the concepts, theories and techniques on which strategic management is based and to explore their applications in a wide range of settings. The design and implementation issues are central throughout the course. The topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competence and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, managing the market space, organisational structure and design, resource allocation and control and managing strategic change.

Case Studies in Strategic Management
This case-orientated component of the course will be concerned with the overall policy and strategic considerations of the enterprise from a general management and multi-functional perspective. Aspects to be covered include: the role of the chief executive; the formulation and implementation of strategy; structural, process and behavioural dimensions; ethical issues.

Systems Development & Project Management
The objective of this module is to develop in students an understanding of the fundamentals of information systems development and project management. Topics may include: the historical development of modeling information systems; the systems development life cycle and phases; systems development

issues for traditional, Web-based and cloud applications; the philosophy of systems development approaches; modelling approaches to include process, data and object modelling; agile methods; method tailoring; emergent methods; project planning; project time management; project scope management; project HR management; project communications management; risk management; configuration management; change control; project audit and closure; emerging issues.

Database Systems
The objective of this module is to provide students with an understanding of business and technical issues in the development of database systems. Topics may include: database management systems; data modelling techniques e.g. normalisation, entity-relationship modelling, class diagrams; logical and physical database design; data quality and integrity; data definition; Structured Query Language (SQL); transaction management; distributed databases; emerging topics and issues.

Business Applications Programming
The objective of this module is to introduce students to the fundamentals of interactive applications programming. Topics may include: principles of structured programming; object-oriented programming; event-driven programming; business applications modelling (e.g. Unified Modelling Language); functions and subroutines; conditional logic; repetition statements; arrays; emerging topics and issues.

Decision Systems & Business Analytics
The objective of this module is to provide students with an understanding of decision making, decision support systems and business analytics in the context of individual, managerial and business decision-based problems. Topics may include: decision making; decision strategies and approaches; information presentation and data visualisation for decision making; decision support systems (DSS); DSS concepts, methodologies, and technologies; modelling and analysis; group support systems; data warehousing and OLAP, data mining techniques and tools, e.g. neural networks, genetic algorithms; intelligent systems; emerging topics and technologies.

Information Systems Strategy and Innovation
The objective of this course is to provide students with an in-depth understanding of the relationship between IS strategy and IS innovation. Topics may include: IS Strategy Frameworks and Business Models, Patterns of Innovation, Mobile Commerce, Pervasive Computing, Choosing & Measuring IS Projects, Modelling IS Innovation and Strategic Selection, Cloud

Computing, Factors Impacting Strategy and Innovation, Emerging Topics and Issues in IS Strategy and Innovation.

Information Systems Management
Learning objectives: The objective of this module is to explore IS management and implementation issues. Topics to be covered include: IS as a socio-technical system; the impact of IS on business; how IS changes the competitive landscape; planning for the use of IS resources; value creation and IS creating value with IS in the modern landscape; appropriating value over the long term; justifying the IT investment; development and implementation; modern system and trends.

Information Systems Security & Ethics
The objective of this module is to help future managers to understand the broad range of technical and managerial issues related to information systems security; and ethical, legal and societal dimensions of information systems. Students will learn specific tools and techniques to support effective IS security management. Topics may include: nature and scope of IS security; security of technical systems in organizations; models for specification of IS security; cryptography and technical IS security; network infrastructure and security; planning and designing IS security; risk management for IS security; computer ethics; ethical usage policies; ethical frameworks and guidelines; legal aspects of information systems and the Web; data and consumer protection legislation; privacy issues in the digital age; contemporary issues in IS security and ethics.

Applied Systems Analysis
The objective of this module is to provide students with an in-depth understanding of foundation and advanced aspects of systems analysis in an applied context. The topics covered may include: systems theory; the practice of systems analysis; modelling approaches such as data, process and object-oriented modelling; systems development methodologies and techniques; the use of computer-aided systems engineering (CASE) tools; requirements determination and analsysis; requirements determination techniques (e.g., interviewing, observation and questionnaires) one-to-one and group interviewing techniques and skills; presentation techniques; compiling and evaluating requests for proposals; software and hardware contracts; project and systems documentation; feasilbility analysis; case studies in systems analysis and design, emerging issues in systems analysis.

Advanced Applications Programming
The objective of this module is to provide students with an understanding of advanced programming methods and techniques. Topics may include: Object-oriented programming languages e.g. Java, C++; programming paradigms;

programming concepts such as methods, classes, objects, exception handling, inheritance, polymorphism, file handling; programming constructs; new and emerging issues in object-oriented programming.

DEGREE OF MBS (PART-TIME)

The facility to complete the MBS by research on a part-time basis is also available.
Candidates must have the approval of the J.E. Cairnes School of Business and Economics to enter the programme. In such cases, the candidate will pursue a programme of studies specified by the appropriate Professor, and must successfully complete a series of assignments related to those studies. The dissertation must be submitted within nine terms from initial registration, unless permission is obtained from the School to extend this time period.

MBS QUALIFYING COURSE AND EXAMINATION

Eligibility: Candidates possessing (a) a B.Comm., H.2.1., who either have not presented in the required subjects for the specialism in question or who have not performed satisfactorily in these subjects at primary degree level or (b) candidates possessing a H.2.1. Degree (other than a B.Comm. or equivalent) and a Higher Diploma in Business Studies.

Structure: For candidates eligible under category (a), the Qualifying Course will consist of appropriate subjects/modules from the B.Comm. or other programmes of the School as determined by the Professor for the specialism in question together with the examinations in those subjects; for candidates eligible under category (b), the Qualifying Course will consist of appropriate subject/modules from the B.Comm. or other programmes of the School as determined by the School and the Professor for the specialism in question together with the examinations in those subjects.

Admission: Decisions on admission to the Qualifying Year rests with the M.B.S. Selection Committee. The achievement of a H.2.1. performance in the above mentioned examinations will be required for admission to the M.B.S. programme proper.

MASTER OF SCIENCE IN CLOUD COMPUTING RESEARCH (FULL-TIME)

The Master of Science in Cloud Computing Research is a programme of advanced research, designed to develop participants' research skills and to engage participants in a research programme on a relevant business-focused area of cloud computing and services. A candidate will be eligible to obtain the degree upon the satisfactory completion of courses of study totalling 90 ECTS credits in Research Methods, a Research Seminar, and the presentation of a major Research Dissertation. The dissertation will focus on business-, organisation- or consumer value or interactions with cloud computing, cloud services, applications or platforms.

The normal duration of the full-time research programme is one academic year, commencing in September and ending in the following August. The normal duration of the part-time programme is two academic years.

Entry Requirements

It is expected that applicants will already have a significant undergraduate or postgraduate background in information systems or a related area. Applicants should normally hold a qualification from a university or other internationally recognised academic institution or authority, corresponding to Level 8 of the Irish National Framework of Qualifications (NFQ), to a minimum standard of Second Class Honours (or equivalent). To be eligible for admission to the full- or part-time programme, the candidate should have (i) a degree which includes significant coverage of information systems or related areas with at least a Second Class Grade 1 honours degree award, or at least a Second Class Grade 2 honours degree award together with at least three years of relevant professional experience; or (ii) a degree in any discipline, together with at least a Second Class Grade 1 honours award in a postgraduate programme containing substantial exposure to information systems subjects. Further, the selection of candidates for entry recognises a range of potential incoming educational pathways, including the Bachelor of Business Studies (IS Management stream) and the BA in Information Systems Management degree programmes provided by GMIT.

Further, applicants who do not hold a Level 8 educational qualification but who hold professional qualifications and/or have relevant practical experience are eligible to apply for the programme in accordance with the University's guidelines on the Recognition of Prior Learning (RPL). Such candidates will be required to provide evidence of their previous knowledge and may be required

to attend for interview. It is expected that prospective entrants may include persons currently working in industries which have a particular need for cloud computing, cloud services, applications or platforms. All applicants whose first language is not English or who have not been educated through the medium of the English language during their two most recent years of study must present one of the following qualifications in the English language: IELTS score of 6.5 (with not less than 5.5 in any one component), TOEFL (paper based) score of 550, TOEFL (computer based) score of 213, or TOEFL (internet based) score of 80. On a case by case basis, the programme director may deem an applicant's level of English satisfactory and may thus waive this general requirement.

In order to maintain a high standard of tuition and access to facilities, numbers will be limited.

Programme Structure

Code	Module	ECTS
MG617	Research Methods I	5
MS524	Research Methods II	5
MS563	Research Dissertation	80
Total ECTS Credits:		90

The modules Research Methods I, Research Methods II are assessed solely on the basis of continuous assessment. Research Methods I typically runs in block format across one week in early September, and Research Methods II typically runs in a similar fashionin January. Students will be assigned a suitable staff member as supervisor for the Research Dissertation. This programme has been constructed in consultation with industry: industry partner companies will provide advice and data access to students to facilitate the student in completing the dissertation. Students register for the programme in September, with the expectation that the Research Dissertation is submitted by the end of that academic year, unless permission is obtained from the School to extend this time period. To be eligible for award of the degree, candidates must achieve at least a pass mark in each course. All results will be considered at the Winter Examination Board Meeting in the year following registration.

Standards:

First Class Honours 70%
Second Class Honours, Grade 1 60%
Second Class Honours, Grade 2 50%
Pass Mark (in all elements) 40%

MASTER OF SCIENCE IN CLOUD COMPUTING RESEARCH (PART-TIME)

Entry Requirements

Entry requirements for admission to the M.Sc. (part-time) programme are the same as those for the full-time programme. The number admitted in any one year may be limited. Candidates will pursue the following programme of studies.

Year 1 Programme Structure

Code	Module	ECTS
MG617	Research Methods I	5
MS524	Research Methods II	5

Research Methods I typically runs in block format across 1 week in September, and Research Methods II typically runs in a similar fashion in January. Students will be assigned a suitable staff member as supervisor for the Research Dissertation. This programme has been constructed in consultation with industry: industry partner companies will provide advice and data access to students to facilitate the student in completing thedissertation.

Year 2 Programme Structure

MS563	Research Dissertation	80
Total ECTS Credits:		90

Students register for the programme in September of the first year, but may begin preliminary work in advance of registration with agreement from a supervisor(s). Students must take Research Methods I, II at the earliest time of offering, and must complete these courses and any associated assignments within the first academic year. In the first academic year students must also undertake work on their Research Dissertation to the satisfaction of their

supervisor(s), with the expectation that the Research Dissertation is submitted by the end of the second academic year, unless permission is obtained from the School to extend this time period. To be eligible for award of the degree, candidates must achieve at least a pass mark in each course.
Results for each year of the programme will be considered at the Winter Examination Board Meeting for that academic year.

Syllabii

Research Methods I
The objective of this course is to provide students with both a theoretical and a practical understanding of the research methods and approaches applicable to information systems research. Topics to be covered may include the research process; research proposals; critically reviewing literature; writing a literature review; constructing and writing research questions; and research methodology.

Research Methods II
The objective of this course is to provide students with a practical understanding of research data collection techniques, data analysis, presentation of research findings, and research summary argumentation. Topics to be covered may include sampling; using data sources; approaches to data collection, including observation, experimentation, case study, interviews, questionnaire design; quantitative and qualitative data analysis, writing & presenting research results; and discussing research findings.

MASTER OF SCIENCE IN INDUSTRIAL RELATIONS & HUMAN RESOURCE MANAGEMENT/POSTGRADUATE DIPLOMA IN INDUSTRIAL RELATIONS & HUMAN RESOURCE MANAGEMENT

The objective of the M.Sc. in Industrial Relations and Human Resource Management is to develop a critical and applied approach to people management. In particular, the programme will provide students with:

- a thorough knowledge and applied competence in the fundamentals of industrial relations and human resource management, and their interfaces;
- a critical understanding of the theoretical principles underpinning IR & HRM;
- an ability to analyse the social, economic and political factors that influence the way people are managed;
- a critical knowledge base in the specialist fields of organisational development and change management; employee relations, human resource consultancy, employment law, reward, and training, innovation and learning;
- the skills to prepare a dissertation, and produce valid conclusions in both written format and oral presentations.

Entry Requirements

Candidates for the M.Sc. (mode 'B') in IR & HRM will normally hold or expect to hold before the programme, a good second class honours degree in business or management (or a cognate discipline). Practical experience of management would be an advantage.

Prospective candidates may also be obliged to undertake the Graduate Management Admissions Test (GMAT) for entry to the programme. Where appropriate, the Test of English as a Foreign Language (TOEFL)/IELTS (with not less than 5.5 in any one component), may also be required. In addition, an interview may form part of the selection process for the programme.

Places Available

The number of places available each year is limited.

Standards

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Mode of Delivery
The M.Sc. (mode 'B') in IR&HRM will be offered on a full-time basis over 12 months commencing in September of each year. Candidates must complete all requirements for the programme within two years of commencement.

Postgraduate Diploma in Industrial Relations & Human Resource Management
A candidate who has passed all of the modules other than the Research Project within a period of two years from commencement of the programme shall be eligible for the award of Postgraduate Diploma in Industrial Relations and Human Resource Management.

Programme Structure
Students are required to take all core elements and one electives. The electives offered depend on the availability of teaching resources.

Semester 1
Core:
MG544 People Management &Development 10 ECTS
MG565 Employee Relations 5 ECTS
MG566 Human Resource Development 5 ECTS
MG617 Research Methods 5 ECTS

Electives:
MG557 Strategic Management 5 ECTS

Semester II
Core:
MG568 Reward Systems 5 ECTS
MG569 Industrial Relations & Employment Law 5 ECTS
MG599 Developing Skills for Business Leadership 5 ECTS
MG558 Leadership and Change 5 ECTS
MG573 International HRM 5 ECTS
MS524 Research Methods II 5 ECTS
MG619 Research Project 30 ECTS

Electives:
MG625 European Labour Markets
Note: from time to time, specific course offerings may vary.

Syllabi

People Management & Development
This is a core component of the programme as a whole. People Management and Development (PM&D) covers the underpinning theoretical challenges of managing people in contemporary society, including the political and legal framework for HR; reward design and implementation; recruitment and retention; employment relations and employee voice; high performance work systems; and the horizontal and vertical integration of PM&D practices with organisational objectives.

Strategic Management
This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

Employee Relations
The purpose of this course is to encourage students to explore the nature and regulation of the employment relationship and the implications for the management of human resources. The course will give a broad overview of the theoretical perspectives underpinning contemporary employee relations in Ireland, highlighting some of the key actors, institutions and processes. Topics of contemporary relevance will then be examined in more detail such as employer objectives and approaches to relations, enterprise level partnership, the European influence, and employee involvement and participation.

Human Resource Development
This course covers the theory and practice of human resource development (HRD). Topics examined include: the context of HRD; models of human resource development, HRD stakeholder analysis; HRD interventions; HRD needs analysis; individual, group and organisational learning and development; the employee development process; HRD design, implementation, and evaluation; strategic HRD; and contemporary developments in HRD theory and practice.

Research Methods
The objective of this course is to provide students with an understanding of the research and academic writing skills that are necessary in business research. Topic to be covered may include research design; identifying research topics; formulating research questions; conducting a literature review; managing literature; academic writing and presentation skills; plagiarism; quantitative research design and quantitative data; qualitative research design and qualitative data; and project management.

Reward Systems
This course will explore and assess both traditional and emerging reward systems, including fixed wage systems, incentives, statutory and enterprise-specific benefits. Compensation design will be developed within the context of government policy, labour market conditions and enterprise strategy. The methods of maintaining internal consistency and external competitiveness when designing the basic compensation structure within the enterprise will be examined.

Industrial Relations & Employment Law
The objective of this course is to build on students' knowledge of employment law by introducing critiques of existing employment legislation: its accessibility, its usefulness, and the effectiveness of the institutions. Individual topics include: the contract of employment; working time; termination of employment; employment equality; health and safety; communication, consultation and participation; conflict prevention and resolution; and European Union influences.

Developing Skills for Business Leadership
The purpose of this module is to develop a range of skills needed by HR professionals. These include self awareness, interpersonal, decision-making, leadership, writing, numeracy, presentation and people-maangement skills. Students are encouraged to reflect on their own strengths and weaknesses, beginning the process of continuous professional development.

Leadership and Change
This course will consider types of leadership required to initiate, design and implement change initiatives in particular organisational contexts and situations, and the methods for assessing these initiatives. The course will begin by building a theoretical foundation using models of individual, group and organisational behaviour. Topics will be chosen to help students to understand the ways that leadership can be most effectively applied, considering their own attributes and those of their colleagues and

organisations. Next, different approaches to change will be considered in conjunction with the nature of the leadership required to implement each approach. The course includes project-based activity for students to design an appropriate approach to change with consideration and analysis of the most effective leadership style.

International Human Resource Management
The purpose of this course is to critically examine human resource practice and theory in an international context. The focus will be predominantly on human resource management in multinational corporations and its implications for both managers and employees. It will address such issues as: globalization, multinational companies and the international division of labour; strategic Human Resource Management in multinational companies; the role of culture and institutions in international Human Resource Management; managing expatriate performance, compensation and careers; cross-border alliances; the role of the EU; the nature of international Human Resource Management in the transition states of Eastern Europe and Asia.

European Labour Markets
This module provides students with a core body of knowledge necessary to understand European diversity with respect to: the regulation of labour markets; employment relations regimes; and training regimes. Students will be introduced to the underpinning theories of labour market regulation and will become familiar with the policy tools and instruments that have been developed in support of the Lisbon objectives of making Europe the most competitive knowledge-based economy based on a high level of skills and social inclusion.

Research Methods II
The objective of this course is to provide students with the theoretical and practical understanding of the tools and techniques used for collecting and analysing data in business research and with the necessary skills to critically evaluate research. Topics to be covered may include research philosophies; the scientific method; research design; measurement concepts and research instruments; conducting quantitative research; conducting qualitative research; collecting and analysing data; research ethics; the qualities of credible research.

Research Project (30 ECTs)
Students are required to address a business problem from an HR perspective. Students will work under the supervision and direction of a member(s) of staff at NUI Galway.

MASTER OF SCIENCE IN STRATEGY, INNOVATION AND PEOPLE MANAGEMENT

Programme Objectives

The objective of the M.Sc. in Strategy, Innovation and People Management is to develop a critical approach to the theoretical and applied aspects of strategic management, innovation and people development. In particular, the course aims to provide students with:

- a thorough knowledge and applied competence in the fundamentals of both strategic management, innovation and people development, and their interfaces;
- intellectual and analytical perspectives on strategy, innovation and people development processes, both separate and integrated;
- an appreciation of the rapidly evolving environmental and organisational contexts of strategic management, innovation and people development;
- critical understanding and insight of the theoretical principles underpinning strategic management and people development, and their relationships;
- the capability to develop and realise superior strategies and integrated people development policies to the advantage of the organisation as a whole.

Entry Requirements

Candidates for the M.Sc. in Strategy, Innovation and People Management will normally hold or expect to hold before the programme, an undergraduate degree (level 8). The minimum standard for entry is second class honours, usually to grade 1 level, or b) a second class honours, grade 1 or higher in the Higher Diploma in Business Studies from NUI, Galway or other approved colleges. Practical experience providing exposure to the strategic, innovation and human resource issues confronting organisations would be an advantage.

Applicants who do not hold a Level 8 qualification but who hold professional qualifications and/or have relevant practical experience are eligible to apply for the programme in accordance with the University's guidelines on the Recognition of Prior Learning (RPL). Such candidates will be required to provide evidence of their previous knowledge and may be required to attend for interview. Applicants may apply for exemption for some modules, in accordance with the University's RPL guidelines as determined by the School.

Prospective candidates may also be obliged to undertake the Graduate Management Admissions Test (GMAT) for entry to the programme. Where

appropriate, the Test of English as a Foreign Language (TOEFL) /IELTS (with not less than 5.5 in any one component), may also be required. In addition, an interview may form part of the selection process for the programme.

Places Available
The number of places available each year is limited.

Standards:

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Mode of Delivery
The M.Sc. in Corporate Strategy and People Management is offered on a full-time basis over 12 months. Candidates must successfully complete six obligatory courses, plus a Research Project

Programme Structure
Obligatory Subjects:
Semester 1

MG602	Strategic Management	10 ECTS
MG603	People Management and Development	10 ECTS
MG617	Research Methods	5ECTS

Semester 2
Students are required to take all core elements.

Core:

MG604	Innovation and the Learning Organisation	10 ECTS
MG581	Global Business	10 ECTS
MG624	Organisation Studies and Strategic Leadership	10 ECTS
MS524	Research Methods II	5ECTS

MG626	Research Project	30 ECTS

Note: From time to time, specific course offerings may vary.

Assessment
Assessment on the programme will comprise a variety of continuous assessment approaches in addition to examinations.

Syllabi

Research Methods
The objective of this course is to provide students with an understanding of the research and academic writing skills that are necessary in business research. Topic to be covered may include research design; identifying research topics; formulating research questions; conducting a literature review; managing literature; academic writing and presentation skills; plagiarism; quantitative research design and quantitative data; qualitative research design and qualitative data; and project management.

Research Methods II
The objective of this course is to provide students with the theoretical and practical understanding of the tools and techniques used for collecting and analysing data in business research and with the necessary skills to critically evaluate research. Topics to be covered may include research philosophies; the scientific method; research design; measurement concepts and research instruments; conducting quantitative research; conducting qualitative research; collecting and analysing data; research ethics; the qualities of credible research.

Strategic Management
The purpose of this component of the course is to introduce students to the concepts, theories and techniques on which strategic management is based and to explore their applications in a wide range of settings. The design and implementation issues are central throughout the course. The topics covered include an introduction to corporate strategy, strategic management in practice, resource and competence capability, shareholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, managing in the marketplace, organisational structure and design, resource allocation, control, managing strategic change. The course also aims to provide students with understanding and skills in strategic processes. The Strategic Management course will include a practical exercise in strategic analysis.

People Management & Development
People Management and Development (PM&D) covers the underpinning theoretical challenges of managing people in contemporary society, including the political and legal framework for HR; reward design and implementation; recruitment and retention; employment relations and employee voice; high performance work systems; the horizontal and vertical integration of PM&D practices with organisational objectives; and the application of Human Resource Information Systems (HRIS).

Innovation and the Learning Organisation
The course will explore theoretical and practical issues regarding innovation and the learning organisation. Specifically, the course reviews the nature of innovation and creativity in organisations and how these strategies facilitate a learning organisation.

Global Business
The aim of this module is to give programme participants an understanding of the most important international business concepts and frameworks that are relevant for managers and firms to manage international business, and to give them the ability to apply these to international and internationalizing firms. The content will include, inter alia; Strategies for being international; Modes of entering new international territories; The dynamics of international business development; Structures of firms for international business.

Organisation Studies and Strategic Leadership
This course is concerned with the overall human resource and strategic leadership of the enterprise from a general management and multi-functional perspective, incorporating the design and implementation of strategic change initiatives. The course has three main dimensions. Firstly, organization theory deals with how organizations form, survive and grow and is covered through classic readings in a seminar format. Secondly, a seminar approach is also employed to explore the strategic leadership and people development from a theoretical perspective, focusing on a range of contemporary topics. The third element of the course deals with the practical issues of human resource and strategic leadership through the medium of real-world case studies and applied exercises.

Research Project
Students are required to address a business or management problem. Students will work under the supervision of a member(s) of staff.

MASTER OF SCIENCE IN BUSINESS INFORMATION SYSTEMS (FULL-TIME)

The Master of Science in Business Information Systems is a programme of advanced studies and research, which is designed to develop the participants' research skills and to engage them in a research programme in a relevant area of Business Information Systems.

A candidate will be eligible to obtain the degree upon the satisfactory completion of courses of study totalling 90 ECTS credits in Research Methods, a Seminar in Business Information Systems, and the presentation of a Research Dissertation.

The normal duration of the full-time research programme is one academic year, commencing in September and ending in the following August. The normal duration of the part-time programme is two academic years.

Entry Requirements
It is expected that applicants will already have a significant undergraduate or postgraduate background in information systems or a related area. Applicants should normally hold a qualification from a university or other internationally recognised academic institution or authority, corresponding to Level 8 of the Irish National Framework of Qualifications (NFQ), to a minimum standard of Second Class Honours (or equivalent). To be eligible for admission to the full- or part-time programme, the candidate should have (i) a degree which includes significant coverage of information systems or related areas with at least a Second Class Grade 1 honours degree award, or at least a Second Class Grade 2 honours degree award together with at least three years of relevant professional experience; or (ii) a degree in any discipline, together with at least a Second Class Grade 1 honours award in the Higher Diploma in Systems Analysis, or in an equivalent postgraduate programme.

Applicants who do not hold a Level 8 qualification but who hold professional qualifications and/or have relevant practical experience are eligible to apply for the programme in accordance with the University's guidelines on the Recognition of Prior Learning (RPL). Such candidates will be required to provide evidence of their previous knowledge and may be required to attend for interview.

All applicants whose first language is not English or who have not been educated through the medium of the English language during their two most recent years of study must present one of the following qualifications in the English language: IELTS score of 6.5 (with not less than 5.5 in any one component), TOEFL (paper based) score of 550, TOEFL (computer based) score of 213, or TOEFL (internet based) score of 80. On a case by case basis, the programme director may deem an applicant's level of English satisfactory and may thus waive this general requirement.

In order to maintain a high standard of tuition and access to facilities, numbers will be limited.

Programme Structure

Code	*Module*	*ECTS*
MS532	Research Methods I	5
MS533	Research Methods II	5
MS562	Seminar in Business Information Systems	10
MS563	Research Dissertation	70
Total ECTS Credits:		*90*

The courses Research Methods I, Research Methods II and Seminar in Business Information Systems are assessed solely on the basis of continuous assessment. Research Methods I typically runs in block format across one week in early September, and Research Methods II typically runs in a similar fashion in January. Seminar in Business Information Systems involves a number of seminars. Students register for the programme in September, with the expectation that the Research Dissertation is submitted by the end of that academic year, unless permission is obtained from the School to extend this time period. To be eligible for award of the degree, candidates must achieve at least a pass mark in each course. All results will be considered at the Winter Examination Board Meeting in the year following registration.

Standards:

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass Mark (in all elements)	40%

MASTER OF SCIENCE IN BUSINESS INFORMATION SYSTEMS (PART-TIME)

Entry Requirements

Entry requirements for admission to the M.Sc. in Business Information Systems (part-time) programme are the same as those for the full-time programme. It is expected that successful applicants will come from a variety of academic backgrounds and will have exposure to computing/information technology and/or quantitative disciplines during their undergraduate studies. The number admitted in any one year may be limited.

Candidates will pursue the following programme of studies.

Year 1 Programme Structure

Code	*Module*	*ECTS*
MS532	Research Methods I	5
MS533	Research Methods II	5
MS562	Seminar in Business Information Systems	10

Research Methods I typically runs in block format across 1 week in September, and Research Methods II typically runs in a similar fashion in January. Seminar in Business Information Systems involves a number of seminars.

Year 2 Programme Structure

MS563	Research Dissertation	70
Total ECTS Credits:		*90*

Students register for the programme in September of the first year, but may begin preliminary work in advance of registration with agreement from a supervisor(s). Students must take Research Methods I, II and Seminar in Business Information Systems at the earliest time of offering, and must complete these courses and any associated assignments within the first academic year. In the first academic year students must also undertake work on their Research Dissertation to the satisfaction of their supervisor(s), with the expectation that the Research Dissertation is submitted by the end of the second academic year, unless permission is obtained from the School to extend this time period.

To be eligible for award of the degree, candidates must achieve at least a pass mark in each course. Results for each year of the programme will be considered at the Winter Examination Board Meeting for that academic year.

Syllabii

Seminar in Business Information Systems
The course focuses on research issues within the field of business information systems. Key areas of information systems are critically reviewed, evaluated and debated. Topics are drawn from across the breadth of the information systems field, but concentrate on the research themes of the Business Information Systems Group, as follows: information systems innovation; information and decision systems; and information systems development.

Research Methods I

The objective of this course is to provide students with both a theoretical and a practical understanding of the research methods and approaches applicable to information systems research. Topics to be covered may include the research process; research proposals; critically reviewing literature; writing a literature review; constructing and writing research questions; and research methodology.

Research Methods II

The objective of this course is to provide students with a practical understanding of research data collection techniques, data analysis, presentation of research findings, and research summary argumentation. Topics to be covered may include sampling; using data sources; approaches to data collection, including observation, experimentation, case study, interviews, questionnaire design; quantitative and qualitative data analysis, writing & presenting research results; and discussing research findings.

MASTER OF SCIENCE IN FINANCE AND INFORMATION SYSTEMS
(Full-Time)
(with an early exit Postgraduate Diploma in Finance and Information Systems)

Programme Objectives

This joint programme has been developed to meet ongoing up-skilling and re-training needs of specific sectors of the regional economy (business, financial services, ICT etc), while also building upon both University's complementary teaching strengths and areas of expertise. The programme addresses a number of the skills shortage areas that have been identified in Forfás' *Guiding Principles for Submission of Proposals*, Forfás' 2011 document *Guidance for Higher Education Providers on Current and Future Skills Needs of Enterprise*, and the Government's *Building Ireland's Smart Economy.*

This programme targets the following sectoral and occupational deficits:

High Level ICT Skills
International Financial Services (Finance acumen and ICT skills)
Medical/Biopharma (Finance acumen and ICT skills)

While covering key future skills needs, the programme provides students with an opportunity to update, build and improve key strengths and capabilities, redirect their careers and/or consider how they can create their own employment or develop new routes to employment. The programme aims to provide essential ICT technical skills, but equally aims to deliver the financial management skills and financial decision-making acumen – critical for employees in the targeted industrial sectors and core to the success of Ireland's future economic growth.

Entry Requirements

This programme is aimed at highly numerate business graduates from Ireland and abroad with a specialisation in Economics and/or Finance, with a corresponding degree qualification from a university or other internationally recognised academic institution or authority, corresponding to Level 8 of the Irish National Framework of Qualifications (NFQ), to a minimum standard of Second Class Honours (or equivalent).

Applicants must have prior taught exposure to basic information systems.

This programme is unsuitable for applicants with a general business degree lacking major study (or experiential equivalent) in Finance and/or Financial Economics. As such, persons with a business degree or equivalent, but lacking substantial taught Finance components (or experiential equivalent) are not eligible to apply.

All applicants whose first language is not English or who have not been educated through the medium of the English language during their two most recent years of study must present one of the following qualifications in the English language: IELTS score of 6.0, TOEFL (paper based) score of 550, TOEFL (computer based) score of 213, or TOEFL (internet based) score of 80. On a case-by-case basis, the admissions process may deem an applicant's level of English satisfactory and may thus waive this general requirement.

Programme Duration

The Masters programme will be delivered over one academic year, beginning in September. Semester 1 (30 ECTS) occurs at the University of Limerick and focuses on Finance. Semester 2 (30 ECTS) occurs at the National University of Ireland, Galway, and focuses on Information Systems. Students take a further 30 ECTS at either institution. Ireland, Galway, and focuses on Information Systems. Students take a further 30 ECTS at either institution.

Programme Structure & Content

Semester 1 (at the University of Limerick)

Core Modules

FI6011 Financial Information Analysis	6 ECTS
FI6021 International Corporate Finance	6 ECTS
FI6041 Research Methods in Finance	6 ECTS
FI6081 Implementing Market Models	6 ECTS

Optional Modules (students choose 1)

FI6051 Derivative Instruments	6 ECTS
FI6091 Wealth and Portfolio Management	6 ECTS
FI6071 Dynamic Asset Pricing Theory*	6 ECTS

*FI6071 is a pre-requisite for EC567 in semester 2

Semester 2 (at NUI Galway)

Core Modules

MS807 Information Systems Management	5 ECTS
MS809 Enterprise Systems	5 ECTS
MS814 Decision Systems & Business Analytics	5 ECTS
EC567 Financial Econometrics	10 ECTS

Optional Modules (students choose 10 ECTS)

MS810 Information Systems Security & Ethics	5 ECTS
MSxxx Information Systems Strategy and Innovation	5ECTS

May through August (at either institution)

MS8xx Project (NUI Galway)	30 ECTS
or	
AC6013 Dissertation 1 (University of Limerick)	15 ECTS
AC6023 Dissertation 2 (University of Limerick)	15 ECTS

Students will undertake one of the following, spanning May through August: a) a project (MS8xx, 30 ECTS) at NUI Galway, which may involve working in groups with startup companies and/or entrepreneurs in the technology space, providing experience and practice of applied financial and ICT skills, or b) a research dissertation (AC6013 & AC6023, 30 ECTS in total) focusing on Finance, at the University of Limerick.

Assessment

Each module will be examined by an end of semester written examination and/or appropriate continuous assessment.

Timing of Examinations

Modules other than MS8xx/GLxxx/AC6013/AC6023 will be examined at the end of Semester 1 and Semester 2, with repeat examinations in Autumn. Modules delivered by the University of Limerick will be examined at that university, and similarly for NUI Galway. MS8xx/GLxxx/AC6013/AC6023 will be examined by continuous assessment and/or dissertation.

Standards

First Class Honours	70% on the aggregate (QCA>3.4)
Second Class Honours, Grade 1	60% on the aggregate (QCA>3.0)
Second Class Honours, Grade 2	50% on the aggregate (QCA>2.5)

Pass 40% on the aggregate (QCA>2.0)

Students must accumulate 90 ECTS to graduate with the MSc degree qualification. Where the student has failed the examination overall, the mark in the modules in which a pass mark has been obtained will be carried forward to all subsequent examinations. Students will not be permitted to retake modules previously passed.

Syllabi for each module

FI6011 Financial Information Analysis
The student will study the nature and qualities of financial information and understand its impact on market liquidity, growth ambitions and investment needs. Issues of profitability, solvency and liquidity will be examined within the context of information asymmetry. Regulatory and stakeholder perspectives of corporate governance will be introduced to assist in determining credibility of financial reporting and validity of compliance declarations. Building upon financial analysis techniques and distinguishing between analysis and synthesis, new directions for suggested corporate entities will be proposed.

FI6021 International Corporate Finance
This module seeks to introduce students to international corporate finance. It identifies the context and characteristics of international financial and foreign exchange markets and explores the financial decision making practices of MNCs. Topics may include: Introduction to corporate finance; Review of financial mathematics; The market for foreign exchange; International parity conditions; Foreign exchange exposure; Management of foreign exchange exposure; International debt and bond markets; Bond valuation; Interest rate hedging; International equity markets; Equity valuation; Capital structure and the cost of capital; International capital budgeting.

FI6041 Research Methods in Finance
This course covers key topics related to undertaking a Masters Dissertation on a finance-related topic. It introduces students to Library databases/sources, how to conduct a critical review of the literature, how to turn a research idea into a research question and how to operationalise theoretical perspectives into a researchable project. The course also covers academic writing, how to write a research proposal and how to write a final research report. From a technical perspective students will be introduced to interest rates and asset returns, presentation of data and descriptive statistics, calculus applied to finance, probability distributions, statistical inference, regression analysis, time-series analysis, numerical methods and optimisation.

FI6051 Derivative Instruments
This course aims to introduce students to the various forms of derivative instruments available in modern financial markets. The theoretical material in this module is fundamental in the understanding of modern trading dynamics, risk management and compliance roles. We deliver the theoretical material drawing on our extensive markets experience, emphasising the relevance of this knowledge in the global economy. In addition to this fresh, industry-focused contemporary approach, we have developed a suite of software that simulates the market environment. This trading simulation software provides our students with a unique skill in the application of their theoretical knowledge. This experience significantly differentiates students at interview stage. This module equips students for industry roles as; Credit Derivatives Trader, Options Trading, Fund Management Systems Specialist,

Futures Trader, Risk Manager, Academic Research. The module commences with a look at simple derivative instruments such as futures and forwards and quickly progresses to cover options (on stocks, indices, currencies etc), exotic options and option trading strategies. The role of volatility in option pricing will be analysed. The latter half of the module will cover fixed income derivative instruments such as swaps, swaptions and treasury futures.

FI6091 Wealth and Portfolio Management
The objective of this module is to provide candidates with a broad range of skills in portfolio investment management, taxation and property valuation such that the candidate will be well-equipped to meet the specialist skills required by the wealth management industry both in Ireland and abroad. Introduction to portfolio management. Topics may include: choosing a portfolio for an individual investor, formulating an investment policy statement, the portfolio management process, factor models of portfolio returns, asset allocation considerations, the case for international diversification, hedge funds v traditional funds, the modern hedge fund investment universe, hedge fund indexes and hedge funds of funds.

FI6071 Dynamic Asset Pricing Theory
The module aims to provide a unified introduction to the theory of asset pricing and optimal portfolio selection and consumption policies in multi-period settings under uncertainty. It serves as the foundational theory module for students who undertake a major research dissertation project during the Summer term. The module commences in a single-period discrete-time setting with a discussion of asset pricing theory and optimum portfolio selection under the headings of arbitrage, optimality and equilibrium. The initial focus of the theory will be on the link between the existence of Arrow-Debreu state-prices

and the absence of arbitrage. Extending to a multi-period setting the relationship between capital asset pricing, state prices and martingales is next established. With the intuition established in a discrete-time setting, the module proceeds to a continuous-time setting in which optimum consumption and portfolio selection rules are established. The CAPM and APT models of capital market equilibrium are covered, and the key 'market price of risk' concept is analysed in detail. A dynamic general equilibrium model of the financial markets is developed with applications to the term structure of interest rates (CIR). Introducing the technique of numeraire-based pricing under an equivalent martingale measure, the module concludes with a differentiation of equilibrium asset pricing models from those in the arbitrage pricing paradigm.

FI6081 Implementing Market Models
The aim of this module is to provide candidates with a practitioner-oriented education in implementing the market models that are used in the capital markets and asset management sectors of the international financial services sector. Topics may include: Market models and methodologies, which allow for the stylised facts of financial and commodity market dynamics; application of such methods to the pricing and hedging of path-dependent and exotic options is emphasised; implied lattice methods, which enable the market-consistent pricing of exotic, interest rate and commodity derivatives; implementation of option pricing and hedging solutions for derivatives trading, for portfolio risk-measurement and for portfolio performance evaluation and attribution analysis.

MS807 Information Systems Management
The objective of this module is to explore IS management and implementation issues. Topics may include: IS as a socio-technical system; the impact of IS on business; how IS changes the competitive landscape; planning for the use of IS resources; value creation and IS creating value with IS in the modern landscape; appropriating value over the long term; justifying the IT investment; development and implementation; modern system and trends.

MS809 Enterprise Systems
The objective of this module is to develop students understanding of Enterprise Systems in business. Topics may include: information systems in the functional areas of business, including systems to support finance, marketing, human resources and manufacturing; business processes; Enterprise Resources Planning (ERP) systems; Customer Relationship Management (CRM) systems; Supply Chain Management (SCM) systems; Global Supply Chain Management and Design; Enterprise Application Integration (EAI); operations management; designing Enterprise Systems; frameworks for implementing Enterprise Systems; benefits and drawbacks of Enterprise Systems; Enterprise Systems

software (e.g., SAP); critical perspectives on Enterprise Systems; case studies in Enterprise Systems; emerging directions and issues in Enterprise Systems.

MS814 Decision Systems & Business Analytics
The objective of this module is to provide students with an understanding of decision making, decision support systems and business analytics in the context of individual, managerial and business decision-based problems. Topics may include: decision making; decision strategies and approaches; information presentation and data visualisation for decision making; decision support systems (DSS); DSS concepts, methodologies, and technologies; modelling and analysis; group support systems; data warehousing and OLAP, data mining techniques and tools, e.g. neural networks, genetic algorithms; intelligent systems; emerging topics and technologies.

MS810 IS Security & Ethics
The objective of this module is to help future managers to understand the broad range of technical and managerial issues related to information systems security; and ethical, legal and societal dimensions of information systems. Students will learn specific tools and techniques to support effective IS security management. Topics may include: nature and scope of IS security; security of technical systems in organizations; models for specification of IS security; cryptography and technical IS security; network infrastructure and security; planning and designing IS security; risk management for IS security; computer ethics; ethical usage policies; ethical frameworks and guidelines; legal aspects of information systems and the Web; data and consumer protection legislation; privacy issues in the digital age; contemporary issues in IS security and ethics.
MSxxx Information Systems Strategy and Innovation
The objective of this course is to provide students with an in-depth understanding of the relationship between IS strategy and IS innovation. Topics may include: IS Strategy Frameworks and Business Models, Patterns of Innovation, Mobile Commerce, Pervasive Computing, Choosing & Measuring IS Projects, Modelling IS Innovation and Strategic Selection, Cloud Computing, Factors Impacting Strategy and Innovation, Emerging Topics and Issues in IS Strategy and Innovation.

EC567 Financial Econometrics
This course aims to equip students with the essential econometric skills used in applied financial analysis. Topics covered include ARMA models, GMM, VARs, non-stationary linear time series, ARCH and GARCH models, and the application of these models to asset management and financial market data.

MS8xx Project
A major project will be undertaken under the supervision and direction of a member(s) of staff at NUI Galway. The project will normally be undertaken on a group basis. Projects must be based on a substantial topic in information systems. The project will normally involve the consideration or analysis of an information system, a software system or an aspect of management information systems. It may have a technical, commercial, product or research focus. It may directly involve collaboration with existing and/or start-up enterprises associated with the university.

AC6013 Dissertation 1

AC6023 Dissertation 2

MASTER OF SCIENCE IN HEALTH ECONOMICS

Programme Outline
Understanding resource issues and the ways in which economics can help to analyse them is increasingly necessary for those involved in planning and delivery of health and social care. The need for specific economic skills is increasingly recognized by government, the health service and industry. This and the continuing growth of both the public and private health care sectors means that there is a large and growing demand for health economics expertise within Ireland and further a field. Opportunities include the pharmaceutical and medical device industries, government, the health service and among professional bodies to inform debate, undertake research and assist in policy development. This programme is designed to provide an appreciation of the scope and use of economics in the examination of health and health care decision making and to equip the student with the skills necessary for a career in the public or private sector or for use in further academic study in health economics.

The programme provides the student with an understanding of the key economic issues confronting health care systems. It introduces the student to the tools and methods necessary to analyse these issues and critically appraise alternative solutions that have emerged in different economies. The role and techniques of evaluation in health care are examined in detail including the theory and practice of evaluation, the use of models to address incomplete information and the presentation of study findings to inform policy makers.

The programme is directed by a team of highly-respected economists with extensive experience of research, teaching and the provision of policy advice in the area of health economics. It is an intensive 12 month taught programme based on course work, examinations and a minor thesis. Students are also afforded an opportunity to undertake a placement. It is ideal preparation for students considering further postgraduate study in economics or a career within the public or private health care sectors.

Minimum Entry Requirements
Students admitted to the course will normally hold a primary degree with second class honours, grade 1 or equivalent, which will have included the study of economics to intermediate level. Students who hold a higher diploma in economics with second class honours, grade 1 or equivalent may also apply.

It is expected that 10-15 students would take the course.

Courses
All courses are compulsory.

Code	**Subject**	**ECTS**
EC520	Health and Social Care	10
EC517	Cost Benefit Analysis and Evaluation	10
EC515	Data Management and Survey Techniques	10
EC506	Econometrics	10
EC526	Public Sector Economics	10
EC579	Applied HTA and Decision Modelling	10
(pre requisite applies – see course outline below)		
EC584	Economic Evaluation in Health Care	10
EC572	Health Systems and Policy Analysis	10
MD518	Observational Studies & ` Analytical Research Methods	10
Plus		
EC505	Minor Dissertation	10

Dissertation
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily a major contribution to a particular field of study. The dissertation will normally be linked to an internship in an appropriate regional or national agency.

Assessment
Each module, with the exception of the minor dissertation, will be examined by an end of semester written examination and appropriate course-work.

Timing of Examinations
Modules will be examined at the end of Semester 1 and Semester 2 with repeat examinations in Autumn.

Structure of Programme

Semester 1	**ECTS**	
EC506	Econometrics	10
EC515	Data Management and Survey Techniques	10
EC572	Health Systems and Policy Analysis	10
Semester 2	**ECTS**	
EC579	Applied HTA and Decision Modelling	10
EC520	Health and Social Care	10
EC517	Cost Benefit Analysis and Evaluation	10
EC526	Public Sector Economics	10
EC584	Economic Evaluation in Health Care	10
MD518	Observational Studies & ` Analytical Research Methods	10
EC505	Dissertation	10

Course Content

EC515 Data Management and Survey Techniques
Probability and probability distributions. Test of Hypotheses (design and distribution of selected parametric and non-parametric test statistics). Analysis of variance. Measurement and Scaling. Research process. Methods of data collection. Design of Surveys. Design of questionnaires. Analysis and interpretation of survey data. Data presentation. Applied work using SPSS software.

EC517 Cost Benefit Analysis and Evaluation
Foundations of cost-benefit analysis. Welfare economics. Social objectives and the allocation of resources. Project appraisal and analysis. Measuring cost and benefits. Risk and uncertainty. Distributional questions. Contingent valuation. Policy and programme evaluation. Case studies in cost-benefit analysis.

EC520 Health and Social Care
Health economics. Evaluation of health care programmes. The valuation of health. Equity in health and health care. Economics of social care.

EC526 Public Sector Economics
Public expenditure theory. Public Choice. Income Distribution. Poverty. Theories of the Welfare State. Comparative analysis.

EC506 Econometrics
Linear regression model. Dummy variables. Violations of classical assumptions (omitted variables, extraneous variables, heteroscedasticity, and autocorrelation). Topics in single equation regression models (e.g. Discrete Dependant Variables). Regression analysis in practice.

EC572 Health Systems and Policy Analysis
The module examines alternative health and social care systems operating in developed economies. The structures, funding, incentive arrangements and performance of systems are compared. Policy development, appraisal and system reform are critically appraised including examination of strategies aimed at tackling emerging public health issues such as ageing and obesity and policies aimed at cost containment. Case studies are used to explore policy development, implementation and appraisal.

EC579 Applied HTA and Decision Modelling
This module examines the use of various models and techniques that are commonly used in health technology assessment. Topics covered include life tables and survival analysis; measuring, valuing and analysing costs and outcomes; decision trees and Markov modelling; and representing uncertainty in decision analytic models. Extensive use is made of practical computer lab sessions using software packages such as Excel and Treeage. Pre-requisite of Economics Evaluation in Healthcare or equivalent.

EC584 Economic Evaluation in Healthcare
The module examines the theory and practice of economic evaluation as it applies to health and social care interventions. Topics covered include the rationale for economic evaluation; formulating a health evaluation problem; identifying and measuring outcomes and effectiveness; identifying, enumerating, and valuing the inputs to form an economic measure of costs; measuring the benefits of health interventions using contingent valuation and discrete choice experiment

EC505 Dissertation
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily a major contribution to a particular field of study. The dissertation will normally be linked to an internship in an appropriate regional or national agency**.**

MASTER OF SCIENCE IN HEALTH ECONOMICS PART-TIME

Programme Outline
The programme is designed to provide an appreciation of the scope and use of economics in the examination of health and health care decision making and to equip the student with the skills necessary for career development in the public or private sector or for use in further academic study in health economics.

It is a part time programme taught over two years based on course work, examinations and a minor thesis. Students can avail of a placement in their second year while completing their dissertation or under a project based with their current employer. It is ideal for individuals who cannot avail of a fulltime programme but wish to develop essential skills in the area of health economics.

Minimum Entry Requirements
Students admitted to this programme will normally hold a Level 8 or higher qualification, with minimum grade of Second Class Honours Grade I, in an area of study which includes a substantial concentration of economics.

Quota
There is no limitation on the number of students who can join the programme.

Modules

All modules are compulsory

Code	Subject	ECTS
EC520	Health and Social Care	10
EC517	Cost Benefit Analysis and Evaluation	10
EC515	Data Management and Survey Techniques	10
EC506	Econometrics	10
EC526	Public Sector Economics	10
EC579	Applied HTA & Decision Modelling	10
EC572	Health Systems and Policy Analysis	10
EC584	Economic Evaluation in Health Care	10

MD518	Observational Studies & ` Analytical Research Methods	10

Plus

EC505	Minor Dissertation	10

Dissertation
The minor dissertation shall be approximately 10,000 words in length and shall be original in content but not necessarily a major contribution to a particular field of study. The dissertation will be completed during the course of the second year.

Assessment
Each module, with the exception of the minor dissertation, will be examined by an end of semester written examination and appropriate course-work.

Timing of Examinations
Modules will be examined at the end of Semester 1 and Semester 2 with repeat examinations in Autumn.

Structure of Programme

Semester 1 Year 1		ECTS
EC515	Data Management and Survey Techniques	10
EC584	Economic Evaluation in Health Care	10

Semester 2 Year 1		
EC579	Applied HTA & Decision Modelling	10
EC526	Public Sector Economics	10

Semester 1 Year 2		
EC572	Health Systems and Policy Analysis	10
EC506	Econometrics	10

Semester 2 Year 2		ECTS
EC517	Cost Benefit Analysis and Evaluation	10
EC520	Health and Social Care	10

EC505	Dissertation	10
MD518	Observational Studies & ` Analytical Research Methods	10

MASTER OF SCIENCE IN INFORMATION SYSTEMS MANAGEMENT (Full-Time)

Programme Objectives
The M.Sc. in Information Systems Management serves distinct needs pertaining to the use, management and development of information systems within organisations. It is anticipated that students will bring to the programme a variety of skills from different backgrounds. The programme is designed as a specialist course which assists students in blending their existing talents with the technological skills and business knowledge needed to design, develop, use and manage information systems in modern knowledge-based organisations.

Entry Requirements
Applicants should normally hold a qualification from a university or other internationally recognised academic institution or authority, corresponding to Level 8 of the Irish National Framework of Qualifications (NFQ), to a minimum standard of Second Class Honours (or equivalent). It is expected that successful applicants will come from a variety of academic and professional backgrounds with prior exposure to information technology and/or business.

Applicants who do not hold a Level 8 qualification but who hold professional qualifications and/or have relevant practical experience are eligible to apply for the programme in accordance with the University's guidelines on the Recognition of Prior Learning (RPL). Such candidates will be required to provide evidence of their previous knowledge and may be required to attend for interview. Applicants may apply for exemption for some modules, in accordance with the University's RPL guidelines as determined by the School.

All applicants whose first language is not English or who have not been educated through the medium of the English language during their two most recent years of study must present one of the following qualifications in the English language: IELTS score of 6.5 (with not less than 5.5 in any one component), TOEFL (paper based) score of 550, TOEFL (computer based) score of 213, or TOEFL (internet based) score of 80. On a case by case basis, the programme director may deem an applicant's level of English satisfactory and may thus waive this general requirement.

Programme Structure
The programme will be offered on a full-time basis over one academic year, or on a part-time basis over two academic years (see separate calendar entry for part-time mode). The programme will consist of lectures, practical classes, seminars and projects in the required subjects. To be eligible for the award of

the M.Sc. in Information Systems Management, candidates must successfully complete modules to a total of 90 ECTS.

A candidate who has passed all of the modules other than the Project within a period of two years from commencement of the programme shall be eligible for the award of a Postgraduate Diploma in Information Systems Management.

Module Name	**Module Code**	**ECTS**	**First Sitting**
Web Design & Development	MS801	5	Semester I
Interactive Systems Design	MS820	5	Semester I
Business Data Communications	MS803	5	Semester I
Systems Development & Project Management	MS804	5	Semester I
Database Systems	MS805	5	Semester I
Business Applications Programming	MS806	5	Semester I
Information Systems Management	MS807	5	Semester II
Information Systems Strategy and Innovation	MSXXX	5	Semester II
Enterprise Systems	MS809	5	Semester II
Applied Systems Analysis	MS821	5	Semester II
Project	MS812	30	Year long
Elective modules			
~~Information Systems Innovation~~	~~MS813~~	~~5~~	~~Semester II~~
Decision Systems & Business Analytics	MS814	5	Semester II
Advanced Applications Programming	MS815	5	Semester II
Information Systems Security & Ethics	MS810	5	Semester II

Module Syllabii

Advanced Applications Programming
The objective of this module is to provide students with an understanding of advanced programming methods and techniques. Topics may include: Object-oriented programming languages e.g. Java, C++; programming paradigms; programming concepts such as methods, classes, objects, exception handling,

inheritance, polymorphism, file handling; programming constructs; new and emerging issues in object-oriented programming.

Applied Systems Analysis
The objective of this module is to provide students with an in-depth understanding of foundation and advanced aspects of systems analysis in an applied context. The topics covered may include: systems theory; the practice of systems analysis; modelling approaches such as data, process and object-oriented modelling; systems development methodologies and techniques; the use of computer-aided systems engineering (CASE) tools; requirements determination and analsysis; requirements determination techniques (e.g., interviewing, observation and questionnaires) one-to-one and group interviewing techniques and skills; presentation techniques; compiling and evaluating requests for proposals; software and hardware contracts; project and systems documentation; feasilbility analysis; case studies in systems analysis and design, emerging issues in systems analysis.

Business Applications Programming
The objective of this module is to introduce students to the fundamentals of interactive applications programming. Topics may include: principles of structured programming; object-oriented programming; event-driven programming; business applications modelling (e.g. Unified Modelling Language); functions and subroutines; conditional logic; repetition statements; arrays; emerging topics and issues.

Business Data Communications
The objective of this module is to develop in students an understanding of the fundamentals of modern data communications, organisational interconnectivity, Internet technologies, and to relate them to a business environment. Topics may include: data representation; computer systems; operating systems; OSI model, client/server model; computer networks, transmission media and wireless communications; connecting devices; Internet connectivity, Internet (TCP/IP) model: protocols, services, and servers; network management; emerging topics in business data communications.

Database Systems
The objective of this module is to provide students with an understanding of business and technical issues in the development of database systems. Topics may include: database management systems; data modelling techniques e.g. normalisation, entity-relationship modelling, class diagrams; logical and physical database design; data quality and integrity; data definition; Structured Query Language (SQL); transaction management; distributed databases; emerging topics and issues.

Decision Systems & Business Analytics
The objective of this module is to provide students with an understanding of decision-making, decision support systems and business analytics in the context of individual, managerial and business decision-based problems. Topics may include: decision making; decision strategies and approaches; information presentation and data visualisation for decision making; decision support systems (DSS); DSS concepts, methodologies, and technologies; modelling and analysis; group support systems; data warehousing and OLAP, data mining techniques and tools, e.g. neural networks, genetic algorithms; intelligent systems; emerging topics and technologies.

Information Systems Strategy and Innovation
The objective of this course is to provide students with an in-depth understanding of the relationship between IS strategy and IS innovation. Topics may include: IS Strategy Frameworks and Business Models, Patterns of Innovation, Mobile Commerce, Pervasive Computing, Choosing & Measuring IS Projects, Modelling IS Innovation and Strategic Selection, Cloud Computing, Factors Impacting Strategy and Innovation, Emerging Topics and Issues in IS Strategy and Innovation.

Enterprise Systems
The objective of this module is to develop students understanding of Enterprise Systems in business. Topics may include: information systems in the functional areas including systems to support finance, marketing, human resources and manufacturing; business processes; Enterprise Resources Planning (ERP) systems; Customer Relationship Management (CRM) systems; Supply Chain Management (SCM) systems; Global Supply Chain Management and Design; Enterprise Application Integration (EAI); operations management; designing Enterprise Systems; frameworks for implementing Enterprise Systems; benefits and drawbacks of Enterprise Systems; Enterprise Systems software (e.g., SAP); critical prespectives on Enterprise Systems; case studies in Enterprise Systems; emerging directions and issues in Enterprise Systems.

Information Systems Management
The objective of this module is to explore IS management and implementation issues. Topics to be covered include: IS as a socio-technical system; the impact of IS on business; how IS changes the competitive landscape; planning for the use of IS resources; value creation and IS creating value with IS in the modern landscape; appropriating value over the long term; justifying the IT investment; development and implementation; modern system and trends.

Information Systems Security & Ethics
The objective of this module is to help future managers to understand the broad range of technical and managerial issues related to information systems security; and ethical, legal and societal dimensions of information systems. Students will learn specific tools and techniques to support effective IS security management. Topics may include: nature and scope of IS security; security of technical systems in organizations; models for specification of IS security; cryptography and technical IS security; network infrastructure and security; planning and designing IS security; risk management for IS security; computer ethics; ethical usage policies; ethical frameworks and guidelines; legal aspects of information systems and the Web; data and consumer protection legislation; privacy issues in the digital age; contemporary issues in IS security and ethics.

Interactive Systems Design
This module provides an applied course concentrating on the effective design and development of Information Systems. Topics covered may include: principles of interactive design; socio-technical systems; usability engineering; understanding users; affective aspects of interface design; persuasive technologies; interaction paradigms and user interface design; design issues for new technologies; data gathering and analysis, including observation, ethnography, task analysis; user-centred design; lifecycle models; design and prototyping including techniques such as scenarios, use-cases, user profiles; evaluation of interactive systems including usability testing, field studies, inspections and predictive models; usability legislation and directives; accessibility; emerging topics and issues.

Project
A major applied project will be undertaken under the supervision and direction of staff. The project will normally be undertaken on a group basis. Projects must be based on a substantial topic in the field of business information systems relating to the use, management or development of an information system.

Systems Development & Project Management
The objective of this module is to develop in students an understanding of the fundamentals of information systems development and project management. Topics may include: the historical development of modeling information systems; the systems development life cycle and phases; systems development issues for traditional, Web-based and cloud applications; the philosophy of systems development approaches; modelling approaches to include process, data and object modelling; agile methods; method tailoring; emergent methods; project planning; project time management; project scope management; project HR management; project communications management; risk management;

configuration management; change control; project audit and closure; emerging issues.

Web Design & Development
The objective of this module is to provide students with applied skills in web systems development and multimedia object development. Topics may include: HTML; Web and Multimedia development tools (e.g. Dreamweaver, Expression); Web development concepts, methods and techniques; Web interaction design; web systems project management issues; multimedia object development; image, audio animation and video production and editing; object development tools (e.g. Fireworks, Photoshop, Flash); new and emerging topics in Web systems design and development.

MASTER OF SCIENCE IN INFORMATION SYSTEMS MANAGEMENT (Part-Time)

Entry Requirements
The entry requirements for the part-time mode are the same as for the full-time mode.

Programme Structure
The programme will be offered on a part-time basis over two academic years. The programme will consist of lectures, practical classes, seminars and projects in the required subjects. To be eligible for the award of the M.Sc. in Information Systems Management, candidates must successfully complete modules to a total of 90 ECTS.

A candidate who has passed all of the modules of the first year of the programme within a period of two years from commencement of the programme, and who chooses not to continue with the programme, shall be eligible for the award of a Postgraduate Certificate in Information Systems Management.

A candidate who has passed all of the modules other than the Project within a period of four years from commencement of the programme shall be eligible for the award of a Postgraduate Diploma in Information Systems Management.

Year 1	**Module Code**	**ECTS**	**First Sitting**

Systems Development & Project Management	MS804	5	Semester I
Database Systems	MS805	5	Semester I
Business Applications Programming	MS806	5	Semester I
Applied Systems Analysis	MS821	5	Semester II
Elective modules (choose two)			
~~Information Systems Innovation~~	~~MS813~~	~~5~~	~~Semester II~~
Decision Systems & Business Analytics	MS814	5	Semester II
Information Systems Security & Ethics	MS810	5	Semester II
Advanced Applications Programming	MS815	5	Semester II

Year 2	**Module Code**	**ECTS**	**First Sitting**
Web Design & Development	MS801	5	Semester I
Interactive Systems Design	MS820	5	Semester I
Business Data Communications	MS803	5	Semester I
Information Systems Management	MS807	5	Semester II
Information Systems Strategy and Innovation	MSXXX	5	Semester II
Enterprise Systems	MS809	5	Semester II
Project	MS812	30	Autumn

Module Syllabii

Syllabus entries for the part-time mode are the same as for the full-time mode.

MASTER OF SCIENCE IN INTERNATIONAL MANAGEMENT

The objective of the M.Sc. in International Management is to provide students with in-depth knowledge and expertise in international business and cross-cultural management.

On completion of the programme students would be able to:

- Understand current theories, concepts and frameworks in international management, cross-cultural management and international business & the multinational enterprise.
- Appreciate the relevance of theories, concepts and frameworks to undertaking business across frontiers.
- Understand the practical tools and techniques applied at strategic and operational levels when successfully undertaking cross-border activities.
- Proficiently use library and internet-based resources.
- Understand relevant sources of information and their limitations.
- Identify, analyse and evaluate international management and international business options
- Apply models, tools and techniques in different company, country and sectoral contexts.
- Integrate and apply knowledge from a range of international management and international business subjects.
- Synthesize and present complex information in an appropriate way according to audience requirements.

Entry Requirements

Candidates for the M.Sc. in International management will normally hold or expect to hold before the programme, an undergraduate degree (level 8). The minimum standard for entry is second class honours, usually to grade 1 level. Practical experience of management would be an advantage.

Prospective candidates may also be obliged to undertake the Graduate Management Admissions Test (GMAT) for entry to the programme. Where appropriate, the International English Language Testing System IELTS (with not less than 5.5 in any one component), may also be required. In addition, an interview may form part of the selection process for the programme.

Places Available

The number of places available each year is limited.

Standards

First Class Honours	about 70%
Second Class Honours, Grade 1	about 60%
Second Class Honours, Grade 2	about 50%
Pass	40%

Mode of Delivery

The M.Sc. in International Management will be offered on a full-time basis over 12 months.

Programme Structure

Semester 1

MG617	Research Methods I	5 ECTS
MG582	International & Cross Cultural Management	10 ECTS
MG557	Strategic Management	5 ECTS
MG583	International HRM	5 ECTS

Semester II

MG581	Global Business	10 ECTS
AC580	International Corporate Finance	5 ECTS
EC548	Irish Economic Policy	5 ECTS
MK579	Global Marketing Management	5 ECTS
MG604	Innovation and Learning Organisation	10ECTS

Summer

MG557	International Management Project	30 ECTS

Assessment

Assessment on the programme will comprise a variety of continuous assessment approaches in addition to examinations.

Syllabi

Global Business

The aim of this module is to give programme participants an understanding of the most important international business concepts and frameworks that are relevant for managers and firms to manage international business, and to give them the ability to apply these to international and internationalizing firms. The content will include, inter alia: Strategies for being international; Modes of entering new international territories; The dynamics of international business development; Structures of firms for international business.

International & Cross Cultural Management
The first part of the module exposes students to the challenges and opportunities of managing internationally. The second part of the module covers management practices in comparative perspective- focusing on a number of specific regions. The module provides students with management tools and frameworks that will enhance their effectiveness when operating internationally. It enables the students to identify, compare and contrast different management practices adopted internationally and appreciate the impact of national cultures and business systems on leadership styles, decision making styles, and interpersonal dynamics across cultures.

Strategic Management
This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choices and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

International Human Resource Management
The purpose of this course is to critically examine human resource and employment relations practice and theory in an international context. The focus will be predominantly on human resource management in multinational corporations and its implications for both managers and employees. It will address such issues as: globalization, multinational companies and the international division of labour; strategic Human Resource Management in multinational companies; the role of culture and institutions in international Human Resource Management; managing expatriate performance, compensation and careers; cross-border alliances; the role of the EU; the nature of international Human Resource Management in the transition states of Eastern Europe and Asia.

Innovation and the Learning Organisation
The course will explore theoretical and practical issues regarding innovation and the learning organisation. Specifically, the course reviews the nature of innovation and creativity in organisations and how these strategies facilitate a learning organisation.

Research Methods
The objective of this course is to provide students with an understanding of the research and academic writing skills that are necessary in business research. Topics to be covered may include research design; identifying research topics; formulating research questions; conducting a literature review; managing literature; academic writing and presentation skills; plagiarism; quantitative research design and quantitative data; qualitative research design and qualitative data; project planning and time management

Global MarketingManagement
The objective of the course is to develop your knowledge and understanding of the global marketing environment through key concepts, and tools, and theory. Emphasis will be placed on the role of the global marketing manager in the development of marketing strategies for a variety of markets in diverse cultural, political and economic situations and examining areas of foreign market analysis, target identification, product planning, promotion and channels of distribution

Irish Economic Policy
The aim of the course is to provide advanced analytical and empirical insights into the performance of the Irish economy. This course examines conceptual and theoretical issues in relation to development and growth in the Irish economy. Although the main emphasis will be on an exploration of the modern Irish economy, the course will include a historical dimension. Ireland's performance will also be placed in a comparative context and the impact of the European Union on public policy in Ireland will be examined. Some of the issues that will be addressed in the course are as follows: long-run growth in the Irish economy, employment and unemployment, industrial policy, fiscal and monetary policy, social partnership, regional policy, social policy and income distribution.

International Corporate Finance

Financial goals and corporate governance; overview of international financial markets; currency markets and currency exchange rates; managing currency risk exposures; foreign direct investment and multinational capital budgeting; assessing and managing political risks; financing the multinational corporation; multinational cost of capital and capital structure decisions; working capital and cash management in the multinational context.

*International Management Project**
This will involve either: A dissertation with an emphasis on an approved international management topic or; A management report based on approved

international work experience involving a minimum of 3 months placement in a role with an international remit or in a foreign country; or an approved course of study at a partner University, the number and level of subjects and mode of assessment to be taken at the host University to be determined in consultation with the Programme Director~.

~ There may be a language requirement for undertaking language courses on the study abroad module.

* The availability of these options may be restricted based on the availability of appropriate resources.

MASTER OF SCIENCE MARKETING PRACTICE

Programme Overview

As the only programme of its kind in the country, the MSc (Marketing Practice) offers marketing graduates the opportunity to obtain (paid) professional marketing work experience. This experience is gained within a structured framework where participants on the programme benefit from a combination of:

2. taught modules where essential marketing professional skills and other transferrable skills are developed;
3. a challenging placement where theory is put into practice; and
4. on-going one-to-one mentoring and supervision by the Programme Director.

Programme Objectives

The objectives of this programme are to:

- deepen students' understanding and knowledge of marketing to an advanced level;
- enable marketing graduates to experience a challenging real-world placement that offers a launch pad for a successful career in marketing;
- encourage students to think critically in the application of marketing theory to increasingly complex real-world challenges that emerge daily in the workplace;
- ensure that students are prepared for the work place with advance workplace skills, focus, motivation, confidence and an enthusiastic "can-do" attitude;

- expand the career choice and earning potential of graduates of this programme.

Entry Requirements

Normally the minimum entry requirements will be (a) a second class honours Bachelor of Commerce or equivalent business degree (level 8), with a significant specialisation in Marketing or (b) a second class honours, grade 1 or higher in the Higher Diploma in Business Studies from NUI, Galway or other approved colleges, specialising in Marketing. However, not all applicants meeting this standard will be admitted as the number of places available in any year will be limited.

The M.Sc. (Marketing Practice) selection committee will assess applicants' aptitude for the course, and applicants may be interviewed. Overseas applicants may be required to submit results of both the International English Language Testing System IELTS (with not less than 5.5 in any one component), and/or the Graduate Management Admission Test (GMAT).
The programme acknowledges recognition of prior learning (RPL) for entry and/or exemptions.

Programme Structure

- The programme is offered on a full-time basis over one year, running from September to the end of July. Students are required to:

- complete four obligatory taught modules: Professionsl Development, Marketing Communications Management, Contemporary Marketing Issues and Marketing Research & Strategy. These modules are designed to deepen students' knowledge and understanding of marketing to an advanced level and have a strong applied orientation;
- undertake a 41 week placement whereby students apply marketing theory to real-world scenarios on a daily basis while refining excellent transferrable skills andcomplete an applied marketing project relating to the organisation in which they are placed.

Taught Modules ***25 ECTS***

The taught modules take place over the course of the induction weeks and four subsequent workshops that are scheduled at regular intervals throughout the placement period. All are examined by continuous assessment.

MK581	Professional Development in Marketing	5ECTS
MK582	Marketing Communications Management	5ECTS
MK584	Marketing Research & Strategy	5 ECTS
MK588	Digital Marketing Management	5 ECTS
MK589	Marketing Consulting in Action	5 ECTS
MK5181	Workplace Skills for Marketing Professionals	5 ECTS

TOTAL **30ECTS**

Applied Marketing Project MK585 ***15ECTS***

In this module students are given the opportunity to demonstrate what they have learned throughout their placement and studies to date, through the development of a professional and relevant report, which they ultimately present to their host company. They are also given the opportunity to develop a competency in an area of marketing of their choice, one which they feel will best serve them in creating opportunities for career progression for them on completion of the programme.

Marketing Placement MK586 ***45ECTS***

Students complete a 41 week work placement in an organisation that has a clear requirement for marketing expertise and a challenging job description. They maintain and daily Marketing Activity Log that is submitted to their supervisor for sign-off on a weekly basis.

Standards:

First Class Honours Grade 1:	About 70% overall
Second Class Honours Grade 1:	About 60% overall
Second Class Honours Grade 2:	About 50% overall
Pass:	40% overall

Assessment & Examination

All taught modules are examined by continuous assessment, with no written examination.

The Applied Marketing Project will be submitted to the Marketing Discipline Office in May.

Assessment of the marketing placement is based on the Marketing Activity Logs, two formal written evaluations which are completed by host organisations in December and June/July and one-to-one company visits with the Programme Director.

Syllabi & Assessment

Professional Development in Marketing MK581 5 ECTS
Cultivating a strong sense of self-awareness and refining excellent transferrable skills for the Marketing workplace are the objectives of this module. From a self-awareness perspective students learn about their own personality type and how to work with other personality types in the workplace. A strong 'can do' mentality is cultivated along with students learning how to take responsibility for and drive their own success through focus and motivation. Powerful persuasion skills are nurtured and presentation skills become more polished and professional. Students learn the art of powerful questioning and how to take a brief so desired outcomes are achieved. Students also learn how to communicate effectively via written reports and correspondence; utilise email and telephone etiquette to advantage and organise time and facilities for maximum efficiency using project management techniques. They learn how to run meeting and create a strong professional image of themselves through excellent grooming and an appropriate dress sense. CV and interview preparation, along with career planning and job search strategies are also an integral part of this module. Students maintain and Professional Development Portfolio from the first day of the programme in which they record everything they have learned and achieved as well as how they have dealt with challenges.

Marketing Communications Management MK582 5 ECTS
Marketing Communications (Marcoms) is central to marketing strategy. It is crucial in today's competitive marketplace to effectively manage and integrate marketing communications across diverse promotional tools and media. The objective of this module is to explore the strategic design, execution and evaluation of Integrated Marketing Communications.

Marketing Research & Strategy MK584 5 ECTS
Undertaking market research is a fact of life for most marketing professionals. Whether this means finding out what consumers think of your advertising campaign or undertaking extensive research into a particular industry, the same scientific approach to research can be employed and once learned will stand to

students for the rest of their careers. Market research can involve secondary or primary research and the objective of this module is to ensure that students become competent and confident applied market researchers. Using the information derived from market research to then inform marketing decisions and strategy development is a skill that the most successful marketers employ to great effect.

Students are required to submit an Industry Analysis of the industry in which their host organisation operates. This requires in-depth secondary and possibly primary research to gather the information required to provide a snapshot of the industry in question. This assignment is submitted in a formal report format and is presented to the class, followed by group discussion.

MK588 Digital Marketing Management 5 ECTS

The objective of this module is to equip all students on the programme with sufficient insight and understanding to effectively liaise with digital marketing service providers and agencies in driving digital marketing for their host organisation. The module will also equip those students wishing to specialise in this field with the skills needed to learn how-to-learn about, and keep apace with, this ever-changing and evolving technology, from a marketing perspective.

MK589 Marketing Consulting in Action 5 ECTS

The objective of this module is enable students to challenge themselves to use all they have learned by working as a Marketing Consultant. Each student will deliver an Integrated Marketing Communications Plan, as part of a group, on behalf of a client company. Starting with taking a brief, the student will undertake research, come up with creative solutions, select optimum media tools and channels and present their proposed plan to the client, both verbally and in written report format.

MK5181 Workplace Skills for Marketing Professionals 5 ECTS

This course is designed to ensure that students are prepared for the workplace with the practical skills necessary to be successful in the ever-changing corporate environment of the 21st Century. Achieving this will help employability of graduates on completing the programme.

Applied Marketing Project MK585 15ECTS

Students complete a marketing project under the supervision of the Programme Director. The Applied Marketing Project is to be submitted to the Marketing Discipline Office in May. The focus of this project is agreed with the

Programme Director in conjunction with the student and the organisation. Students work on this project from the beginning of their placement.

Marketing Placement MK586 45 ECTS

Students complete a 41 week work placement in an organisation with a clear requirement for marketing expertise and a challenging job description. Students maintain a daily Marketing Activity Log that is submitted to their superior for sign-off on a weekly basis and a total of five Marketing Activity Log updates are submitted to the Programme Director throughout the placement period.

MASTER OF SCIENCE (STRATEGIC MARKETING)

Programme Objectives

The programme content is aimed at preparing graduates for a variety of marketing positions in business.

Therefore the programme will assist students to:

- become knowledgeable about a range of Marketing subjects to an advanced level;
- develop analytical, oral and written presentation skills;
- acquire and be able to use accepted research methodologies;
- develop personal confidence.

Entry Requirements

Normally the minimum entry requirements will be (a) a second class honours Bachelor of Commerce or equivalent business degree (level 8), with a significant specialisation in Marketing or (b) a second class honours, grade 1 or higher in the Higher Diploma in Business Studies from NUI, Galway or other approved colleges, specialising in Marketing. However, not all applicants meeting this standard will be admitted as the number of places available in any year will be limited.

The M.Sc. (Marketing) selection committee will assess applicants' aptitude for the course, including research ability a well as the performance of candidates in examinations in subjects relevant to this programme. Overseas applicants may be required to submit results of both the International English Language Testing System IELTS (with not less than 5.5 in any one component), and/or the Graduate Management Admission Test (GMAT).

Programme Structure

- The programme is offered on a full-time basis over one year.

Lectures will commence in the first week of September, with assessments/written examinations during/at the end of each Semester. The programme will consist of lectures, projects, case studies and presentations in the required subjects. To be eligible for the award of Masters, candidates must pass examinations in each subject.

Students are required to take six elective subjects each semester and complete a dissertation.

Skills Development

As stated above many of our M.Sc. (Marketing) students come from other universities and institutions. It has been the Departments experience that some of these students have had little, if any, experience of researching, and writing papers or making class presentations. Students in general need support, particularly ahead of an intensive masters programme, in study techniques appropriate to such a programme. Like the practice in many universities in the USA, this will be an obligatory course, but non-examinable. It will cover topics such as how to study, how to summarise, file, store and reference readings, key writing skills, and presentation skills. This course will be conducted and completed during the first week of the programme.

Programme Content

Semester 1 Courses:

Code	Subject	ECTS
MK561	Strategic Marketing Policy	5
MK563	Research Methods	5
MK567	Services Marketing Theory	5
MK568	Selling & Sales Management	5
MK569	E-Business Marketing	5
MK570	New Product Development & Innovation	5

Semester 2 Courses:

Code	***Subject***	ECTS
MK562	Applied Marketing Research	5

MK565	Cases in Strategic Marketing	5
MK566	Strategic Brand Management	5
MK578	Business to Business Marketing	5
MK575	Global Marketing	5
MK576	Social Marketing	5
MK518	Dissertation	30

These courses are taught over one academic year with assessments at the end of each semester. Students also complete a dissertation under the supervision of staff members. This dissertation will account for 30 ects and be completed by a date in July specified by the Department.

Candidates who, without School permission, present the dissertation after the closing date as specified shall be confined to a maximum mark of 40% for the dissertation.

Assessment & Examination
Subjects will be assessed by examination and course work.
Some elective subjects may be assessed by course work only.

A minimum of 35% is required in the final written examination in a subject before course work maybe included in the determination of the overall mark for the subject in question, unless the percentage mark for course work falls below the percentage mark for the final written examination.

Syllabi

Strategic Marketing Policy
Strategic marketing creates competitive advantage and is a central activity of modern enterprise and requires an articulation of the organisation's vision, mission, objectives and culture. The objective of this course is to provide a conceptual understanding and develop a strategic approach to marketing policy. The Strategic Marketing course will consist of five complex and inter-related analytical processes: defining the organisation's business, mission and goals; identifying and framing organisational opportunities; formulating product-market strategies; budgeting marketing, financial and product resources; developing reformulation and recovery strategies.

Applied Marketing Research
This course is specifically designed for marketing students. Some understanding of the relevant statistical theory will be required, however the

mathematical requirements will be kept to a minimum. As well as covering descriptive and inferential statistics, the course will cover more advanced statistical methods used in the Marketing area. The emphasis will be on learning how to be a critical user and interpreter of the appropriate statistical methodologies. Data analysis methods will be emphasised. The statistical software package SPSS will be used to analyse data.

Research Methods
The aim of the course is to explore the issues related to the design, methodological and implementation issues in marketing research. The course will be delivered by way of class lectures, invited guest speakers and project work. Topics will include: the nature of business and management research; formulating and clarifying the research topic; negotiating the research approach and choosing a research strategy; access and research ethics; using secondary data; collecting and analysing primary data; writing and presenting your research project.

Cases in Strategic Marketing
Decision making in marketing is primarily a skill, and like all skills it is best learned through practice. The course will discuss how companies become market driven and guide their strategies based on a shared understanding of markets and competition. Each case will offer a challenging marketplace situation for learning and applying marketing strategy concepts through class discussion and case analysis of selected Irish, European and U.S. companies. Case presentations will also be required.

Strategic Brand Management
According to Philip Kotler branding is now a core aspect of marketing planning. This course will explore the concept of branding, through critical examination of the techniques used to build and maintain strong brands. The course will address the creation of brand equity, the strategic options for brand building, and the tools for sustaining brands over time, from an academic and practitioner perspective.

Services Marketing Theory
This course will explore the key issues and challenges of marketing services. Key topics will include a model of services marketing issues, a services marketing information system and an appropriate marketing mix for different service businesses.

Selling & Sales Management
This course emphasises the uniqueness of selling as an activity and as a distinct marketing communication and will allow students develop an in-depth

understanding of the processes, philosophies and concepts associated with sales management. Topics will include key account management, relationship selling, sales forecasting and budgeting, time and territory management, sizing and structuring the salesforce, role of the sales manager, sales culture and metrics, international salesforce management, nature and scope of personal selling, modelling the personal selling process.

E-Business Marketing
This course examines how new technologies shape the environmental, competitive, technological and marketspace of an organisation. Participants will analyse ways in which strategic opportunities and competitive advantages in the target market can be exploited by new technologies. Topics may include contemporary marketing practice and new technologies; marketing strategies and the internet; consumers and the internet; branding in the digital age; promoting your on-line presence; web-planning and site development; implementation of web-site strategies; information for competitive marketing; eCRM.

Special Topics In Marketing
This course includes investigation, analysis and discussion of selected emerging problems, methods and concepts relevant to strategic marketing decision-making in dynamic markets and environments. Topics may include for example, social marketing; not-for-profit marketing; sports and sponsorship marketing.

Global Marketing
Given Ireland's dependence on international trade, its imperative a course on this topic be included on this programme. The course will concentrate on four strategic international marketing decision areas, the triggers and barriers to internationalise, market selection criteria and methodologies, alternative market entry strategies and defending/growing market position.

Social Marketing
This course considers, examines and investigates of the scope for marketing ideas and techniques to effect social change. The course demonstrates how insights and technologies can be applied equally well outside the market place to tackle such behaviourally driven social problems as HIV/AIDS, traffic safety and global warming. It provides a critical analysis of the origins of social marketing as a concept with a substantial emphasis on the contribution theoretical frameworks can make to understanding the often complex combination of factors underlying a range of behaviours. It reviews social marketing programmes, segmentation, branding, the marketing mix, message framing and ethical concerns.

Business to Business Marketing
This course will enable students to gain an appreciation of pertinent issues that affect an organisation's strategic business marketing decisions and their B2B strategies. The course seeks to highlight commonalities in the consumer and business markets that foster similar marketing strategies, while distinguishing significant differences that demand an altered approach. Further, students will examine developments in strategic market analysis, relationship management and supply chain management.

Dissertation
Students also complete a minor dissertation under the supervision of staff members. This dissertation must be completed by a date in July specified by the Discipline of Marketing.

MASTER OF SCIENCE (STRATEGIC MARKETING)
PART TIME

Start Date September 2013
NQAI Level 9

Exams will take place in Semester I and Semester II with Research Dissertation submitted in July. 60 ECTS over 2 years (15ECTS over two semesters) plus 30 ECTS Dissertation in Year 2.

This is a part-time version of an existing MSc course, i.e. 1MSG1 MSc Strategic Marketing. Modules already in existance in full time programme. The following modules will be taken as outlined below:

Year 1 Semester 1:
MK569 E-Business Marketing
MK567 Services Marketing Theory
MK563 Research Methods

Year 1 Semester 2:
MK576 Social Marketing
MK562 Applied Marketing Research
MK566 Strategic Brand Management

Year 2 Semester 1:
MK567 Services Marketing
MK561 Strategic Marketing
MK568 Selling & Sales Management

Year 2 Semester 2:
MK578 B2B Marketing
MK565 Cases in Strategic Marketing
MK579 Global Marketing Management

MASTER OF SCIENCE IN TECHNOLOGY MANAGEMENT (Distance Learning)

Programme Objectives
This distance learning masters programme provides students with an insight into the role of technology management within the Irish and international economy. The programme aims to develop students' knowledge of product innovation, technology transfer and research & development (R&D) processes thus enabling them and their companies to gain competitive advantage through their technology.

The programme is a targeted response to a clearly identified need in specific occupations and sectors of the economy and aims to:
- Develop knowledge and understanding of the increasingly important area of technology management;
- Build the management and leadership capabilities of companies and individuals in this area;
- Enable graduates to facilitate organisational change and sustainable improvements at the enterprise level through competitive work systems and effective knowledge management;

Entry Requirements
Applicants are expected to hold a primary honours degree (minimum H2.2) or equivalent and have at least 5 years of relevant industrial experience. Candidates who do not meet the minimum entry criteria may apply for the postgraduate Diploma in Innovation Management or the postgraduate Diploma in Technology Commercialisation. On successful completion of either of these programmes, students may apply for entry to the M.Sc. in Technology Management with exemptions.

Programme Duration
The programme will be delivered over a two-year period on a part-time basis. Semesters will be of 15 weeks duration comprising tuition, study and examination periods according to a recommended timetable. Examinations will be held at the end of each semester.

Programme Structure
The Masters programme will be delivered part-time over four semesters and will include 10 taught modules and one year long research (thesis) module. Due to the modular nature of the programme, modules will be available according to specified enrolment cycles over the two-year period.

Core Modules (5 ECTS each)
1. Managing Innovation
2. Information Systems and Software Management
3. Managing Technology Projects
4. Product Design and Development
5. Innovation and Technology Transfer
6. Marketing Technology Products
7. Technology Innovation and Entrepreneurship
8. Technology Finance and Capital
9. Thesis (30 ECTS)

Plus any 2 **Elective Modules** from the following groupings (10 ECTS each)

1. ***People and Strategic Management***
Strategy & Management of Technology
People Management for Technology Organisations

2. ***Lean & Six Sigma***
Lean Tools & Techniques
Six Sigma

3. ***Process and Product Improvement***
Process and Product Modelling
Problem Solving & Improvement Methodologies

Teaching Approach
The programme will be delivered on a blended learning basis and will incorporate a combination of self-instructional printed materials (i.e. student guide, printed course modules), in addition to regular seminars and tutorials which are complementary to the programme. The printed materials and seminars will be supported by a web-based, on-line learning tool which will provide course modules in PDF format, course updates, hyperlinks and URLs for further research, examination and assessment, electronic library and an on-line discussion forum.

Certification
The Masters in Technology Management is a joint initiative of NUI Galway, University of Limerick and University College Cork under the auspices of the

Atlantic University Alliance. The programme will be jointly developed and accredited through the partner universities.

Year's Work
Candidates obtain credit for any modules passed at an examination sitting. Compensation is not allowed. Students must pass each module at 40% with no less than 35% attained in each assessment element (i.e. module assignment and written examination), to pass the module overall. Honours are awarded in the Masters in Technology Management examination according to the following standards:

Standards:

First Class Honours	70%
Second Class Honours, Grade 1	60%
Second Class Honours, Grade 2	50%
Pass	40%

Transfer credit
Students who have completed the Diploma in Technology Commercialisation or the Diploma in Innovation Management will be allowed exemptions from equivalent modules on the master's programme. Where a student is exempt from modules, the final aggregate will be calculated across the modules completed on the programme. Students seeking exemptions with post-graduate qualifications from other master's programmes will be considered on a case-by-case basis.

Syllabi
MG662 Managing Innovation
- To understand innovation as a management process and determine how innovation an be identified analyzed, monitored and implemented within organizations;
- To develop critical understanding of the techniques for diagnosing the need for innovation and change.
- To identify what is required to empower individuals in the area of innovation.

IE620 Managing Technology Projects
- To gain an understanding of the systems approach to management and balance traditional problem solving with systemic thinking.
- To understand project management through handling technology-related work as project work.

- To apply the tools and techniques of project management to maximise the successful delivery of technology.

IE606 Process and Product Modelling

- The aim of this module is to develop an awareness of tools and methods available for process and product modelling, design and simulation, with a view to business improvement.

- It will develop an appreciation for the important role that modelling plays in the design and development of integrated business and manufacturing systems.
- It seeks to enable the student to be able to apply modelling tools and techniques in analysing business processes within their organisation.
- The process modelling and analysis component focuses participants on business process reengineering and business process modelling. It also introduces simulation as a modelling technique for business process improvement.
- It provides a platform for participants to understand their organisations current goals, strategies and their business process environment. It will also provide information on how to establish business process improvements and what is required to support these improvements.
- During the course of this module it is envisaged that participants would formulate an improvement proposal (CASE STUDY) which defines how their organisation can transition to a future business process improvement, and identify the tools, systems and processes required to implement change.

IE651 Product Design and Development

- To provide participants with a comprehensive understanding of process and product development from concept to implementation or market introduction in the case of new products. This understanding should be based on knowledge of the various methodologies and tools used by product or process development teams. The methodologies and tools will be presented in the context of various models of the overall process and will be illustrated with industrial case studies.
- To provide an overview of today's process and product development environment, including consideration of Extended Enterprise, Virtual Enterprise, Vendor-Customer co-design and co-makership issues. The nature and operation of shared design and manufacturing partnerships.

MG620 Innovation and Technology Transfer

- To provide the student with the knowledge and skills necessary to forecast the future technological needs of their organisations, to evaluate the possible

sources of new technology, and to manage the transfer of new products and processes, into or out of their organisations.

- Participants will develop the ability to identify new technology platforms of potential strategic importance and to successfully assimilate such platforms into their firms.
- The module will also address the different mechanisms through which firms can gain the maximum return from technologies that they have developed. These include patents, licensing, and trading in technical know-how.

MK620 Marketing Technology Products

- To provide an understanding of the key marketing concepts in business generally and technology in particular.
- To be capable of analysing markets for technology products/services.
- To produce a marketing plan for a technology company (their own or another actual company).
- To provide the participant with an understanding of the selling process.

MG670 Technology Innovation and Entrepreneurship

- Present a curriculum in the area of Technology Innovation & Entrepreneurship that reflects the needs of the user.
- Provide easy to access, state of the art reference material in the area of Technology Innovation & Entrepreneurship to help learners to understand the essential fundamental concepts involved in the discipline.
- Equip participants with the values, best practices, skills and supporting tools necessary to effectively design, develop and deploy technical projects in their organisations and to empower users to autonomously apply these concepts and tools.
- To provide information on project managing an innovative idea

AY620 Technology Finance and Capital

- To ensure that participants understand how investment decisions are made in large corporations and in SMEs. This is a key issue for executives seeking to persuade their superiors or Boards of Directors of the efficacy of particular investments in equipment and other assets. It is also a key issue for producers of equipment and other assets since these tools are generally used to guide investment (and hence purchasing) decisions.
- To ensure that participants understand how financial assets (debt and equity claims) are priced in order to build credible proposals for bank and venture capital investment.
- To develop an appreciation of the relation between new manufacturing technologies and cost structures. New manufacturing technologies result in a

radical realignment of cost structures and hence impact upon many operational and strategic decisions.

MG615 Strategy & Management of Technology

○ To introduce participants to the basic theoretical and empirical contributions of management theory and practice, including operations management. To provide participants with an overview of the strategy process from conceptual and applied perspectives, introducing the concepts, theories and techniques of strategic management;

- To investigate the main components of strategic management, product life cycles and new technological developments. To provide insight into the impacts of value chain analysis, supply chain management and first mover advantages on the competitive dynamics of an industry. To highlight the impact of strategic alliances, licensing agreements and corporate venturing on technology leadership.
- To introduce participants to the nature, functioning and evolution of manufacturing, communications, information and emergent technologies in today's global society, allowing participants to assess the impact of technological change.
- To outline the importance of national and international technology policy in the pursuance of a technology driven core competence, including the impact of innovation systems on national and regional groupings.
- To equip participants to contribute effectively to the strategy process and operations function from a direct line or staff position.

MG614 People Management for Technology Organisations

- To understand the human resource contribution to organisational effectiveness and culture management.
- To evaluate the range of internal and external factors shaping group dynamics, management choice and organisational development. To understand the dimensions of the psychological contract and its implications for organisational effectiveness.
- To create awareness of the relationship between quality systems and the development of world-class competitive capabilities: speed, cost, dependability, quality and innovation.
- To develop understanding of HRM problems associated with delayering, team working, re-engineering, downsizing and the introduction of technical change.
- To provide a range of tools and techniques useful to diagnose, audit and resolve human resource problems associated with technology management initiatives.

- To equip participants with an understanding of the complexity of mobilising change initiatives within organisations.
- To equip participants in understanding and utilising the political and power bases within organisations and the role of leadership in managing innovation and implementing change.

MS620 Information System & Software Management

- To consider the role of information technology in actual product development. The material covered here would include prototyping, product data management systems, workflow systems and case-based reasoning (CBR).
- To develop a knowledge about electronic commerce and electronic work and discuss its application to supply chain management
- To consider how information technology might support the actual management of product development. The material covered would include knowledge management systems, computer-mediated communication, intranets, groupware, and issues to do with knowledge creation, storage, transfer and reuse
- The objective of this module is: to consider the role of information technology in organisational development; to consider how information technology might support the actual management of continuous improvement in a process/service life cycle; to consider how IT can support the development of the organisation.

IE603 Lean Tools & Techniques

This module will explain the concepts behind the Lean tools, and will examine the various elements involved in effectively using these tools to support the organisation's Lean transformation. The aims of this module are:

- To describe what Lean actually means
- To inform you of its contextual perspective
- To provide students with a working knowledge of many of the main tools available within the Lean toolbox.
- To describe Organisation Planning approaches
- To explain and provide students with Process techniques to support Lean implementation
- To explain how to build quality into the manufacturing process
- To describe and explain the extended Lean enterprise

IE605 Six Sigma

This module will introduce and use the Statistics appropriate for master black belt level Six Sigma. Delivery will include a practical application of software tools to undertake statistical analysis. Areas covered include:

- History and development of traditional quality control techniques; Statistical quality control, inspection and detection methods, Taguchi and the design of metrics
- Fundamental Statistics, Basic distribution theory, Graphs, histograms, location, spread, Box-plots
- Statistical Process Control, Various types of control charts for both variable and attribute data
- Basic Six Sigma Statistics, T-tests, Regression, Decision making under uncertainty, hypothesis testing and analysis of variance
- Introduction to Design of Experiments
- Advanced Six Sigma Statistics
- Process capability indices
- Introduction to Reliability Theory
- Design of Experiments Fractional and factorial designs
- Taguchi methods, EVOP (evolutionary operation) experimentation.

IE604 Problem Solving & Improvement Methodologies

- This module aims to understand the principles of 6 Sigma and how they can be implemented in the manufacturing and service sectors to deliver strategic objectives.
- Learners will develop and apply the tools and techniques of Quality Management and control as well as apply the Taguchi method. Implementation of continuous improvement techniques will also be learned.
- The objective is to provide candidates with a clear understanding of the concept of World Class Manufacturing in order to support the entire manufacturing chain from initial product concept to its end use.
- Candidates will also be equipped with tools and techniques to help them apply these concepts in their organisations. Particular attention will be paid to TQM and JIT Management.

MASTERS DEGREE PROGRAMME IN INFORMATION TECHNOLOGY

Programme Objective
The programme is intended to provide the graduate with a multidisciplinary range of skills which allow him or her to work with other individuals or groups in a participative manner to develop effective "work systems" and make the best use of the developing technology. The graduate will be expected to have such knowledge and skills as will allow him or her to support organisations and individuals in their efforts to ensure that information technology is deployed to the best possible advantage.

Programme Structure
The programme, when on offer, will begin at the start of the Michaelmas term and extend over two academic years (student will be required to attend during college vacations). It consists of two elements: formal course work and seminars (app. 50%), and major project (app. 50%).

The programme material from the three strands of IT, Business and Behavioural Sciences encompasses both conceptual material and more practical skills content. The conceptual material provides a strong educational grounding in the relevant subject's concepts, which are then applied to a variety of environmental contexts (business, industrial, public sector, SME etc.).

Entry Requirements
The programme is open to students with a First or Second Class Honours Grade I University Degree. Students without an adequate background in computing and/or analytical skills may be required, as a pre-requisite to entry, to take and pass such courses and examinations, as shall be recommended to Academic Council by the Selection Committee. Exceptionally, students with Second Class Honours Grade II degrees who have relevant experience will be admitted.

Selection Procedure
Applicants, at the discretion of the Selection Committee, may be invited to attend (at their own expense) for personal interview and/or selection test.

Places Available
There will be a limitation on the number of places available.

Programme Syllabus
The topics covered are indicated hereunder.

First Year

IT SUBJECTS

CT502 *Computer Hardware and Communications*

An introduction to computer hardware. Components of a computer system. The principles of computer communications.

CT503 *Software Engineering*

Approaches to the development of information systems, including: the Systems Development Life Cycle, Structured Techniques and Methodologies, Computer Aided Software Engineering (CASE), object-oriented techniques and rapid prototyping. Systems analysis and design, requirements specification, process and data modelling techniques, data analysis, unit process specification, testing, software quality, and application of CASE tools. Software engineering management, including: estimation, cost-benefit analysis and project management techniques, and user-analyst communications.

CT514 *IT Strategy*

IT function management, IT planning, business process re-engineering, information systems strategy, enterprise IT architectures, system implementation management and IT project management.

CT533 *ICT Development Technologies*

Introduction to modern ICT Development Technologies: programming paradigms, software systems, databases, and internet technologies. Comparative analysis of programming languages, database types and packages. Problem solving. Study of client and server side development with modern programming languages and databases for the design and development of modern software systems.

CT558 *IT Project*

Students will undertake a sizeable project applying their ICT Development Technology skills to the solution of a real business problem.

CT534 *User Centred Design*

Principles and techniques of user centred design. Good design practice. Human computer interaction: improving the interaction between human and computer agents; understanding human cognition, decision making, learning, motivation and attitudes as applied to the design and use of ICT systems.

BEHAVIOURAL SCIENCES

SP501 *Industrial Sociology*

This course will focus on work, new technology and society in western industrial societies. The topic of work will be treated by examining work in the machine age, twentieth century refinements of the division of labour and work under continuous process technology. Attention will be paid throughout the

discussion to organisational issues, managerial strategies and to the debate concerning deskilling. The second task in the course will be to assess the impact of information technology on the way enterprises carry out their activities; the effects automation will have on skills, employment levels and work patterns in office work and manufacturing; the unemployment threat; the trade union response; and the future of work in the new technological environment. Finally, as the concluding section to the course, the impact technological advance has on society in general will be explored in the context of the debates concerning a "logic of industrialism", "post-industrial society" and the new "information society"

MG549 *Organisational Behaviour and Change*
This course is designed to introduce the students to concepts concerning individuals, groups and organisations that are the building blocks of organisational change. These include perception, motivation, communication, power, leadership, culture and structure. Different models of change, appropriate to different organisational contexts, will then be discussed.

PI502 *Philosophy of Technology*
Including argumentation and debate, logic, methodology and artificial intelligence, technology and society.

LW502 *Information Technology: Law and Regulation*
This course examines the legal issues associated with the development and use of technology, such as Intellectual Property Law and legal protection of software, Data Protection, Computer Crime and legal problems in Electronic Commerce.

BUSINESS SUBJECTS
EC507 *Economics*
Economic activity. Functions and organisation of an economic system. Nature of economic analysis. Markets, demand, supply and price. General equilibrium. Aggregate demand and supply. Demand for money. Supply of money. Price level. International trade. Exchange rates. International monetary system.

AY505 *Financial Management*
The financial management function. Concepts of valuation. Financing and investment decisions; sources of finance and financial institutions. Capital structure decisions. Dividend policy. Capital budgeting decisions. Management of working capital. Introduction to financial and management accounting: interpretation of accounting statements. Accounting information for management decisions. Financial control systems.

MG533 *Strategic Management*
This course covers the concepts, theories and techniques on which strategic management in the business sectors is based and explores their application in a wide range of business settings. The design and implementation of strategic planning systems are central issues throughout the course. Topics covered include an introduction to corporate strategy, strategic management in practice, strategic analysis, resource competencies and strategic capability, stakeholder expectations and organisational purposes, bases of strategic choice and options, strategy evaluation and selection, organisation structure and design, resource allocation and control, managing strategic change, corporate values and ethical choices.

MK504 *Marketing*
The marketing concept. The role of marketing in the economy. Marketing research. Buyer behaviour. Market segmentation. Marketing organisation structures. The marketing mix — product, price, promotion and distribution. Export marketing, marketing planning.

MG562 *Innovation and Technology Management*
This course provides students with an introduction to the management of technology and innovation from firm, national and international perspectives. Topics include: National and regional systems of innovation; technological trajectories; technical, social, legal, and ethical issues in innovating and implementing technology; strategic technology and innovation management; aligning new technologies with strategic business objectives; acquiring and developing strategic technological platforms; managing R&D; managing innovation partnerships and alliances.

Second Year

MAJOR PROJECT/THESIS

CT507 *Thesis*
During the second academic year, students complete a six-month professional placement/research project. This project forms the basis for the final dissertation, which is submitted in the Trinity Term.

M.PHIL. IN TOTAL QUALITY MANAGEMENT

Applications for admission to this Course will be considered from eligible graduates in Commerce.

Introduction
The programme is being introduced by the University as part of the initiative to establish a European Master degree programme in Total Quality Management. The EMTQM has recently been introduced in five countries (Denmark, Germany, Italy, Sweden and the UK) and will, it is hoped, soon be offered in all EU countries. The programme has 'home' and 'host' components whereby participants complete one-third of their lectures in the 'home' institution, one-third on specialised advanced topics in a 'host' institution abroad, and the remaining one-third in any of the participating institutions. The required thesis may be completed at any one of the institutions involved.

Objective
The development of highly skilled quality managers, quality professionals and educators is required to respond to the quality challenge posed by U.S. and Japanese competitors. The host component is essential in fostering the European dimension and will give Irish participants unique exposure to recognised quality teachers in other countries.

Entry requirements
Candidates for admission to the programme must have
(a) a First or Second Class Honours University degree or equivalent
(b) completed at least two years of University Mathematics or pass a special entry examination.

Programme Structure
Course to the value of 120 ECTS credits in total, as follows.

Year 1 (National University of Ireland, Galway).
(30 ECTS credits)

All of the following subects to be taken.

Code	*Subject*
IE861	Quality Management
IE862	Statistical Quality Control
IE863	Quality Information Systems
IE864	Reliability Engineering
IE866	Measurement and Testing
IE858	Production Studies
IE307	Industrial Management

IE880 Seminars and Reports in Quality

Only candidates who achieve Honours standard in the First Year examinations may be admitted to the Second Year. Candidates who pass but who do not achieve Honours standard in the First Year examinations will be eligible for consideration for the award of the Diploma in Quality Assurance.

Year 2 - Semester 1

Specialised Modules in home or host institution (30 ECTS credits). In the National University of Ireland, Galway, *three* of the following subjects will be taken

Advanced Reliability Engineering
Quality & Services
Consumer Law and Product Safety
Experimental Design
Managing Organisational Change
EC Technical Legislation
Environmental Quality

Semester 2

Specialised Modules in host institution (30 ECTS credits). *Three* subjects chosen from the following:

Sheffied Hallam University (U.K.)

Quality Culture and Quality Motivation
Quality Strategy, Leadership and Human Resources Management
Quality by Experimental Design

Linköping University (Sweden)

Design of Experiments
Robust Design Methodology
TQM in Learning Organisations
EMTQM Seminars

Aarhus School of Business (Denmark)

Quality Control, Quality Management and Quality Economics
Quality Motivation
Quality Management Tools
Product Development Methods

Kaiserslautern Universität (Germany)

People Management and People Satisfaction
Customer Orientation and Customer Satisfaction
Impact on Society

Year 3 - Semester 1

Completion of Thesis at home or host institution (30 ECTS credits)

Note: Participants working in a quality-related area may substitute IE 881 Project for courses IE 858, IE 307 and IE 880 in First Year. Such candidates must achieve a Pass standard therein (in addition to the Honours requirement in the First Year examination as a whole) in order to be admitted to the Second Year.

POSTGRADUATE DIPLOMA IN TECHNOLOGY COMMERCIALISATION

Programme Objective
The Diploma in Technology Commercialisation is designed to assist managers, scientists and engineers in supporting technology commercialisation activities, realise the potential of innovation and gain a greater understanding of the commercialisation process. This course will provide information and guidance to potential entrepreneurs and give Irish industry the business planning skills and knowledge needed to commercialise new technologies, products and services, and to secure project finance.

Entry Requirements
An undergraduate Degree 1st or 2nd Class Honours in any discipline + 3 years of relevant industrial experience;
or) Ordinary or 3rd Class Honours Undergraduate Degree + 5 years of relevant industrial experience;
or) Recognised Professional Qualification + 5 years of relevant industrial experience

Candidates who do not meet the minimum entry criteria may be interviewed by the Programme Board to ascertain their suitability for the programme.

Programme Duration
The programme is a one-year, part-time, blended learning programme, running from September to June. The programme is delivered using a blended learning approach, that is, a combination of self instructional materials, online learning activities, face-to-face tutorials and seminars. A limited number of students may wish to take this programme on a modular basis over two year.

Target Audience & Industry
The course is targeted at mid to upper level managers responsible for technology commercialisation, research program management and business development in both private and public sector organisations. The diploma will be of interest to all industries with a keen interest in technology commercialisation and from those organisations directly involved in innovation, marketing and technology. The programme will support Irish

companies in various sectors to specify and lead projects that will have commercial benefit. It will increase international competitiveness through both its module content and project modules.

Learning Outcomes
On completion of the course participants will be equipped with the knowledge and skills to enable them to: -
Develop an understanding of technology commercialisation.
Identify technology based business opportunities, with particular focus on how to assess their market potential and how to judge their appeal to the venture capital community.
Establish the importance of innovation in the exploitation of new technological developments and the transfer process for this technology to enable commercialisation.
Gain an understanding of the importance of intellectual property and patenting as a key element of commercialisation.

Programme Structure

Innovation and Technology Transfer	5 ECTS
MK620 Marketing Technology Products	5 ECTS
Technology Innovation and Entrepreneurship	5 ECTS
Technology Finance and Capital	5 ECTS
In Company Project	10 ECTS

Assignments
Each module will be accompanied by an assignment and written examination with the exception of the project module which will be assessed by continuous assessment only. A selection of assignments will be group based and will be based on module content with support given from module tutors.

In addition to projects and module learning, participants will be encouraged to participate in the writing of a paper to an internationally recognised journal.

Module Descriptions
Innovation and Technology Transfer
To provide the student with the knowledge and skills necessary to forecast the future technological needs of their organisations, to evaluate the possible sources of new technology, and to manage the transfer of new products and processes, into or out of their organisations. Participants will develop the ability to identify new technology platforms of potential strategic importance and to successfully assimilate such platforms into their firms. The module will also address the different mechanisms through which firms can gain the maximum return from technologies that they have developed. These include patents, licensing, and trading in technical know-how.

Marketing Technology Products
To provide an understanding of the key marketing concepts in business generally and technology in particular. To be capable of analysing markets for technology products/services. To produce a marketing plan for a technology company (their own or another actual company). To provide the participant with an understanding of the selling process.

Technology Innovation and Entrepreneurship
Present a curriculum in the area of Technology Innovation & Entrepreneurship that reflects the needs of the user. Provide easy to access, state of the art reference material in the area of Technology Innovation & Entrepreneurship to help learners to understand the essential fundamental concepts involved in the discipline.
Equip participants with the values, best practices, skills and supporting tools necessary to effectively design, develop and deploy technical projects in their organisations and to empower users to autonomously apply these concepts and tools. To provide information on project managing an innovative idea

Technology Finance and Capital
To ensure that participants understand how investment decisions are made in large corporations and in SMEs. This is a key issue for executives seeking to persuade their superiors or Boards of Directors of the efficacy of particular investments in equipment and other assets. It is also a key issue for producers of equipment and other assets since these tools are generally used to guide investment (and hence purchasing) decisions. To ensure that participants understand how financial assets (debt and equity claims) are priced in order to build credible proposals for bank and venture capital investment. To develop an appreciation of the relation between new manufacturing technologies and cost structures. New manufacturing technologies result in a radical realignment of cost structures and hence impact upon many operational and strategic decisions.

Project
The project phase of the Diploma is an opportunity to pursue a relevant activity related to Technology Commercialisation. Each participant will be required to prepare a proposal; plan and manage the project; collect, analyse and use data where necessary; present their results; and write the project report.

POSTGRADUATE DIPLOMA IN INNOVATION MANAGEMENT

Programme Objective

The aim of the programme is to facilitate innovation management learning amongst the participants and in turn promote an awareness of business innovation. It will equip participants with state of the art reference material to support module topics such as innovation management, product design and development, enterprise modelling and simulation, as well as managing technology products. Participants will learn about innovation and change, and how it effects business operations. They will seek to identify new process technologies that are appropriate to their industry and will contribute to improving operational efficiency and competitiveness. The programme will also address how to manage new product innovation strategies and process technologies effectively, and identify appropriate business process improvements to facilitate the introduction of such technologies.

Entry Requirements

An undergraduate Degree 1st or 2nd Class Honours in any discipline + 3 years of relevant industrial experience;
or) Ordinary or 3rd Class Honours Undergraduate Degree + 5 years of relevant industrial experience;
or) Recognised Professional Qualification + 5 years of relevant industrial experience

Candidates who do not meet the minimum entry criteria may be interviewed by the Programme Board to ascertain their suitability for the programme.

Programme Duration

This programme is a one-year, part-time, blended learning programme running from September to June. The programme is delivered using a blended learning approach, that is, a combination of self-instructional materials, online learning activities, face-to-face tutorials and seminars.
A limited number of students may wish to take this programme on a modular basis over 2 years.

Target Audience & Industry

The Diploma in Innovation Management is designed to assist managers, scientists and engineers in supporting innovation management activities, realise the potential of innovation. The course is targeted at mid to upper level managers responsible for innovation in their organisations or to those who have an interest in introducing innovation into their organisation both in the private and public sector organisations. The Programme will also appeal to those who have experience or academic credentials such as degrees or diplomas in non-management areas and wish to gain the skills and knowledge to launch their own enterprises or introduce new products or services to the market.

Learning Outcomes
On completion of the course participants will be equipped with the knowledge and skills to enable them to: -
Identify, develop and understand the skills necessary to manage innovation at both operational and strategic levels in their organisation.
Familiarise themselves with business process improvement methods and simulation tools.
Present a professional innovative idea to their peers with the potential to improve business at their organisation.

Postgraduate Diploma in Innovation Management
Module

	ECTS
MG662 Managing Innovation	5
MG616 Improving Business Processes	5
Managing Technology Projects	5
Product Design and Development	5
In Company Project	10
Total	

Assignments
Each module will be accompanied by a written examination and one piece of continuous assessment work, with the exception of the project module which will be assessed by continuous assessment only. A selection of assignments will be group based and will be based on module content with support given from module tutors.

In addition to projects and module learning, participants will be encouraged to participate in the writing of an article for an internationally recognised journal.

Module Descriptions

Managing Innovation and Change
To understand innovation as a management process and determine how innovation an be identified analyzed, monitored and implemented within organisations.
To develop critical understanding of the techniques for diagnosing the need for innovation and change.
To identify what is required to empower individuals in the area of innovation.

Managing Technology Projects
To gain an understanding of the systems approach to management and balance traditional problem solving with systemic thinking.

To understand project management through handling technology-related work as project work.
To apply the tools and techniques of project management to maximise the successful delivery of technology.

Improving Business Processes
To focus participants on business process reengineering and business process modelling. It will also introduce simulation as a modelling technique for business process improvement.
Provide a platform for participants to understand their organisations current goals, strategies and their business process environment. It will also provide information on how to establish business process improvements and what is required to support these improvements.
During the course of this module it is envisaged that participants would formulate an improvement proposal (CASE STUDY) which defines how their organisation can transition to a future business process improvement, and identify the tools, systems and processes required to implement change.

Product Design and Development
To provide participants with a comprehensive understanding of process and product development from concept to implementation or market introduction in the case of new products. This understanding should be based on knowledge of the various methodologies and tools used by product or process development teams. The methodologies and tools will be presented in the context of various models of the overall process and will be illustrated with industrial case studies.
To provide an overview of today's process and product development environment, including consideration of Extended Enterprise, Virtual Enterprise, Vendor-Customer co-design and co-makership issues. The nature and operation of shared design and manufacturing partnerships.

Project
The project phase of the Diploma is an opportunity to pursue a relevant activity related to Innovation Management. Each participant will be required to prepare a proposal; plan and manage the project; collect, analyse and use data where necessary; present their results; and write the project report. It is imperative that the participant receives support throughout the project, including guidance on how to write a professional report.

HIGHER DIPLOMA IN BUSINESS STUDIES

Entry and Duration
The course is open to graduates (level 8) other than holders of the B.Comm. degree (or equivalent). The numbers admitted in any one year may be limited. Applicants may be required to present for interview. The course is full-time and will be offered over one academic year i.e. two semesters. It consists of lecture courses extending over two semesters, case work, group presentations and computer workshops. Examinations will be held at the end of each of the semesters, and repeat examinations are held in the Autumn.

Programme Objective
The Diploma is designed to provide an orientation for graduates, other than graduates in Commerce, towards the commercial and industrial environment and a training in the fundamental skills of business administration that would enable the diplomates to play an active and fruitful role in the development and management of business enterprises.

Courses
In the First Semester, the following subjects are obligatory except that graduates with Economics to degree level are exempt from Economics I:

Code	*Subject*	*ECTS*
AY871	Accounting	5
MG524	Management	5
EC871	Economics I	5
AY872	Financial Management I	5
MS873	Management Information Systems I	5
MK204	Marketing Principles	5

In the Second Semester, the following subject is obligatory:

MG872	Communications in Organisations	5

In addition students will select, subject to approval of the School, courses totalling 25 ECTS credits from the following list:

Code	*Subject*	*ECTS*
AY209	Int. Fin. Reporting 1	5
AY874	Accounting for Management Decisions	5
AY875	Financial Management II	5

EC213	Macroeconomics	5
MG206	Management of Organisational Change	5
MG325	Employment Relations	5
MK203	Buyer Behaviour Analysis	5
MK303	Global Marketing	5
MK341	Brand Management	5
MSxxx	E-Business Strategy & Practice	5
MSxxx	Information Systems & Project Management	5
MS413	Cloud Computing	5
LW190	Business Law I	5
LW428	European Union Law II	5

Candidates must accumulate a total of 60 ECTS credits to be eligible for the award of the Diploma (55 ECTS for candidates exempt in Economics 1). Where a student attains a grade in one or more modules that is below the pass mark but is at least 35%, the student may be permitted to compensate in one module per semester, up to a maximum of 5 ECTS per semester.

Syllabuses:

Accounting
The objectives of this course are to develop in students the skills necessary to appreciate, prepare, interpret and use accounting and finanical information in a business context. Nature and objectives of accounting. Financial accounting statements: profit and loss account, balance sheet, cash flow statement. Interpretation of accounting information. Accounting principles. Introduction to management accounting.

Financial Management I
The objectives of this course are to introduce students to some of the various aspects of managing corporate finance. Financing decisions. Sources of finance and financial institutions. Capital structure and valuation. Investment decisions. Capital investment appraisal techniques. Working capital management.

Economics I
This course introduces the essential elements of the microeconomic theory of consumer and firm behaviour in the market, leading to an appreciation of how public policy interventions can be rationalised in a coherent framework.

Selected topics, such as the economic approach to understanding the organisational structures of enterprises, may receive particular emphasis.

Management
The course will provide an overview of the process and principles of management, mainly in business organisations. The primary focus of the course will be on the management functions of planning, decision-making, organising, leading and control. The course will also address the nature and scope of management, in addition to managerial roles and skills.

Marketing Principles
The functions of marketing; The nature of consumption; Consumer motivation; The marketing mix — product, price, promotion, distribution and service, market research; marketing management.

Management Information Systems I
The objective of this course is to provide students with an understanding of how information technology and information systems are used in business. Topics to be covered include information technology architecture, strategic information systems, computer hardware, computer software, systems development life cycles. Practical computer experience will be given in word processing, graphical presentation and spreadsheet software packages.

Communications in Organisations
The objectives of the course are to develop the student's knowledge and understanding of theories, models and practices of organisational communication. Topics covered will include defensive/supportive communication, report writing, meetings procedures, interpersonal communication, non-verbal communication, influence/power in communication, external communication processes involving public relations, media, marketing and advertising, interviewing skills and organisational conflict.

International Financial Reporting I
The objectives of this course are to complete the development of the accounting skills necessary to allow students to progress to more advanced study of Accounting, and to introduce students to the environment and practice of Financial Reporting. Topics covered will include: Review of conventional accounting measurement and reporting, the accounting process, and double entry systems; Preparation of Final Accounts from the Trial Balance; Adjustments; Accounts from incomplete records; Computer-based accounting systems. The regulatory Framework of Financial Reporting; Introduction to legislative and other requirements for company reporting; Preparation of final accounts for Companies.

Accounting for Management Decisions
The objectives of this course are to provide students with an understanding of the use of accounting information to assist with decision making. Cost classification. Cost-volume-profit analysis. Relevant costs and benefits. Accounting information for pricing decisions. Uncertainty and risk in decision making. Cost estimation and prediction. Short term operating decisions. Operations management.

Financial Management II
The objectives of this course are to introduce students to the more advanced aspects of managing corporate finance. Case studies reviewing the application of financial theory and financial analysis in the areas of financing decisions, working capital management, capital structure policy, dividend policy, and capital budgeting. The concept of cost of capital in the context of business risk and financial risk. Introduction to valuation under uncertainty — portfolio theory and the capital asset pricing model; investment decisions and uncertainty. Topics in international financial management.

Macroeconomics
Basic concepts of National Income Accounting. Aggregate Demand and Supply. Equilibrium and disequilibrium. Saving-Investment relationship. Consumption function. The multiplier. The determinants of investment. Liquidity preferences and theory of interest. The principle of acceleration. The Government sector and National Income and Output. Foreign trade and the national income. Balance of payments. Exchange rates. Incomes, output, employment, prices. The classical theory. Keynesian and Post-Keynesian theories. General Price Level. Index numbers. The inflationary process. Economic growth. Investment and employment. Cyclical fluctuations. Monetary and fiscal policies.

Business Law I
Introduction to Irish law. Sources of law. Classification of law. The Irish court system and court procedure. The legal structure of business, sole trader, partnership, companies, co-operatives. The legal concept of property. Freehold and leasehold interests in property. Statutory protection for business tenants. The law of Contract: formation of contracts, contract terms and their interpretation, exclusion and limitation of liability, contract defects and their consequence. Discharging the contract, breach of contract, remedies for breach of contract. Law of agency. Insurance law.
Legal problems in sales and marketing: sale of goods contracts. Hire purchase sales. Credit sales. Consumer protection. Product liability. Irish competition policy. Negotiable instruments. Employer liability: Tort, negligence, strict

liability, occupier's liability. EC Law: primary and secondary sources of EC law, the institutional framework of the EC.

European Union Law II
The course deals with the substantive law of the European Union. Particular emphasis is given to the basic freedoms of Community law: the free movement of goods; the free movement of persons; the freedom of establishment; the freedom to provide services; the free movement of capital; and the free movement of payments. Consideration is also given to Union policies such as competition policy, the common agricultural policy, regional policy, industrial policy and social policy.

Management of Organisational Change
The objective of the course is to provide students with a broad introduction to the disciplines of Organisational Development and the management of change. Topics include: The diagnosis of organisational position in the environment; History of Organisational Development (O.D.); O.D. consulting process; The introduction, adoption and implementation of successful change in organisations.

Employment Relations
The objective of the course is to introduce students to (a) the system of Industrial Relations in Ireland, (b) International and Comparative Industrial Relations and (c) the functions of the Personnel/HR Department.
Topics include: the contexts of employee relations in late 20th century Ireland; the main participants in Irish I.R.; the principal alternative ideologies; the structures, rules and processes of the Irish system; International and comparative Industrial Relations; the roles and functions of Personnel/HR Management Department.

Buyer Behaviour Analysis
Determining Buyer decision processes; economic , cultural and demographic influences on consumption, the role of social stratification and reference groups; the nature of the problem recognition process, search behaviour and information sources; alternative evaluation of choice. The course will examine the role of marketing in influencing each stage of the decision process.

Brand Management
This course explores the concept of branding through critical examination of the techniques used to build and maintain strong brands. The topic addresses the routes available for brand development, and the strategic options for brand building, from the perspective of the marketing manager. It also examines the role of brand name, design and media in brand building, and examines how brands are managed over time.

Global Marketing
The objective of this course will be to provide students with an introduction to international marketing through study of the international marketing environment and the decisions which are required to develop international markets. The course will focus in particular on analysis of international markets and decision making in the international environment. International market analysis will include study of the data sources currently available on international markets, methods of screening export markets, and export marketing research. International marketing management-coverage will include product development and adaptation for exporting, international distribution, pricing and promotion strategy formulation and implementation. The course will include an analysis of Irish export marketing performance and will in general have an orientation towards the Irish exporter. The course will be taught mainly by non-lecture forms of instruction. Students will be expected to undertake projects and case studies which will form the major course activities.

Cloud Computing
The objectives of this course are to develop an understanding of cloud computing in the overall strategy of businesses, and to examine the impacts of cloud computing for individuals and society. Topics may include: salient issues in cloud computing; cloud-based collaboration; cloud management & governance; Software/Platform/Infrastructure as a service; cloud security and identity; data storage in the cloud; mobile cloud; virtualisation; app development for the cloud; transitioning business to the cloud; impacts of cloud computing; emerging topics in cloud computing.

Information Systems and Project Management
The objective of this course is to develop students' understanding of how to manage an IS function within an organisation to create business value for the business. That is - how IS are managed in organisations, the impact of IS within organisations, how to manage IS so that it contributes to business value, and how to manage the IS/IT capability. Topics covered may include topics such as: Alignment between IS and the rest of the organisation; IS Governance; how IS projects are managed

E-Business Strategy and Practice
The objective of this module is to explore the strategy and practice aspects of e-business contemporary, business and public sector environments.
Upon completion of this course you will be able to:

- Demonstrate a capacity for critical thinking with respect to eBusiness
- Demonstrate comprehension of the business models and frameworks that underpin e-Business

- Demonstrate a critical understanding of the role of e-business in shaping the macroeconomic environment
- Critically evaluate the innovative impact of e-business for business, education, government, society and the individual
- Discuss the importance on social media for collaborative business
- Evaluate opportunities for establishing e-business ventures
- Demonstrate a broad understanding of the core technologies underpinning current e-business activities
- Competently present, discuss and evaluate several case studies that illustrate aspects of e-Business strategy, implementation and practice

HIGHER DIPLOMA IN ECONOMIC SCIENCE

Introduction

The Higher Diploma in Economic Science is a nine-month taught programme with research papers. It is aimed at graduates who want to further their knowledge of modern economic analysis. The programme is designed to equip graduates with the professional and analytical skills necessary to pursue a career in economics or related disciplines in the public and private sectors. The programme also provides introductory training for students intending to undertake the Masters of Economics Science programme at the National University of Ireland Galway.

Aims & Objectives

The programme has three objectives as follows:

- To enhance and develop the analytical skills of students who have taken economics to pass level in their primary degree
- To provide an opportunity for graduates in related disciplines to undertake post-graduate study in economics
- To provide introductory training in economics for students intending to undertake the Masters of Economic Science programme at NUI Galway.

Minimum Entry Requirements

Admission is open to graduates (level 8) who have obtained a pass degree in Economics from a recognised third level institution. Admission is also open to honours graduates from related disciplines who have taken at least a principles course in Economics. Applications are also accepted from graduates with no previous training in economics but with an excellent academic record of achievement.

The number of places available in any year will be limited and not all applicants meeting the recommended entry requirement may be admitted. All students must write a letter of application to the Programme Board outlining their motivation and suitability for the programme. In certain circumstances an interview may also form part of the selection process.

Programme duration
Full-time programme, over two semesters, September to May.

Important Note
Students in the programme will be directed to one of two streams depending on whether they had previously taken economics to degree level or not.

Programme for those without a Degree in Economics: (Stream A):

Semester 1	Semester 2
EC269 Intermediate Microeconomics	EC268 Intermediate Macroeconomics
EC427 Ireland, Europe and the Global Economy	EC275 Statistics for Economics
EC273 Mathematics for Economics	EC416 Research Paper 2
EC415 Research Paper 1	3 Options
EC219 Comparative Economic Thought	

Research Paper 2 is worth 10 ECTS. Everything else is worth 5 ECTS.

The optional module would be chosen from the following list (All of these options may not be available every year):

Semester 2
EC357 Development Economics
EC388 Environmental & Natural Resource Economics
EC325 History of Economic Thought
EC386 Public Economics
EC382 International Economics
EC362 Economics of Financial Markets

Programme for those with a Degree in Economics (or its equivalent) (Stream B):

Semester 1	Semester 2
EC425 Topics in Microeconomic Theory	EC424 Topics in Macroeconomic Theory
EC422 Applied Econometrics	

EC415 Research Paper 1	EC416 Research Paper 2
+ Either EC207 Irish Economic History or EC219 Comparative Economic Thought	3 Options
+2 Options	

Research Paper 2 is worth 10 ECTS. Everything else is worth 5 ECTS.

The optional modules would be chosen from the following list (All of these options may not be available every year):

Optional Courses:

Semester 1	Semester 2
EC369 Money and Banking	EC388 Environmental and Natural Resource Economics
EC274 Ireland, Europe and the Global Economy	EC362 Economics of Financial Markets
EC345 Health Economics	EC357 Development Economics
	EC386 Public Economics
	EC382 International Economics

Course Descriptions:

Intermediate Microeconomics
This is an intermediate microeconomics course dealing with the theory and application of microeconomics. Topics covered include consumer behaviour, utility theory, applications of consumer theory, production and costs, market structure, theories of pricing, game theory, general equilibrium theory, externalities and public goods, economics of information and welfare economics. We review the neo-classical and non neo-classical theories of consumer behaviour and their implications for the government's policies. Students who have not studied microeconomics before **cannot** take this course.

Intermediate Macroeconomics
This is an intermediate macroeconomics course dealing with the theory and practice of macroeconomics. It builds on the concepts and principles covered in 1st Year Economics. The objective of the course is to understand, in more detail, the core principles of macroeconomic theory and to learn how these basic principles can be applied to various policy issues, both domestically and in an international setting. The topics covered include the following: National Income Accounting; Aggregate Demand and Supply; Equilibrium and

disequilibrium; Saving-Investment relationship; Consumption function; the multiplier; The determinants of investment; Liquidity preference and theory of interest; International Macroeconomics; Growth Theory. Students who have not studied macroeconomics before should **not** take this course.

Mathematics for Economics
The purpose of this course is to provide students the necessary mathematical skills to pursue more advanced courses in economics. The course is devised to enhance the necessary technical skills in the areas of Algebra and Calculus, which are used in almost all the sub-disciplines of economics. The course emphasizes the need to enhance the computational skills along with the analytical skills that is required for solving economic problems posed in the language of mathematics.

Ireland, Europe and the Global Economy
This course draws upon economic theory and empirics to consider Ireland's evolving role in the global economy, insofar as this constitutes an essential part of the context within which government, enterprises and citizens operate, and their behaviour understood and evaluated. Central themes in the course are the nature and extent of the integration of product and factor markets, the operation of domestic and supra-national institutions in managing that integration and their conduct of economic policy. Particular themes may include a survey of contemporary developments in the Ireland and the global economy, the applied economics of economic growth and innovation, the economics of human capital and labour markets, fiscal policy institutions and strategies, capital mobility and the design of macroeconomic policy within the European Union. The course places particular emphasis on a comparative and historical situating of Ireland's economic experience within Europe, and within the European Union especially.

Comparative Economic Thought
The course examines differing schools of thought in modern economics through a comparative framework. The historical development of each of the schools is covered.

Statistics for Economics
The main uses of the statistical techniques studied on this course are to a) look at common ways of organising messy social and economic data, both in a visual way and using summary statistics that catch the main features of the data and b) to look at to what extent, and under what conditions, we can generalise from typical sample summary statistics to features of the population as a whole. Along the way we will look briefly at such issues as questionnaire design, random sampling, sampling theory, probability theory, different

probability distributions, hypothesis testing using parametric and non-parametric tests, and examining relationships between variables.

Topics in Microeconomic Theory
This module provides an introduction to the central concepts of non-cooperative game theory and social choice theory.
On completion of this course, students should be able to have a basic understanding of important concepts such as Nash equilibrium, normal form and extensive form games, dynamic games, subgame perfect equilibrium, repeated games, Arrow's impossibility theorem, Sen's impossibility theorem, the Gibbard-Satterthwaite theorem, strategic voting, strategy-proof mechanisms and demand-revealing processes.

Topics in Macroeconomic Theory
This course explores the theoretical foundations of Open Economy Macroeconomics. In the first part of the class topics may include exchange rates and their relation to countries' trade flows interest rates and money supplies. An integrated model illustrates the importance of expectations formation for determination of equilibrium in the FOREX market, while other concepts explore the purchasing power parity theory of exchange rates and the importance of price levels and inflation for long run real exchange rates. The class will examine how the real exchange rate relates to demand for countries output, and discusses how fiscal and monetary policy, and permanent macroeconomic changes, may influence the current account balance. In the second part of the class, topics may include more detailed discussion of the impacts of domestic and international policy: we first review the history of large economy's macroeconomic policies and international agreements designed to stabilize currencies; next the domestic and internationally transmitted effects of policy in a floating exchange rate setting; and the theory optimal currency areas, and finally we discuss the EU experience and emerging issues.

Irish Economic History
This course examines the major economic and social developments in 19th century Ireland together with major developments in the post-independent Irish economy. The course will end with Ireland's entry into the European Community in 1973. Developments post-1973 are the subject of the Irish Economy course in the final year. The course covers issues of trade, industrialization, agriculture, planning, macroeconomic policy and social policy.

Development Economics
This course introduces the student to the major theories of economic development which have influenced the development of contemporary development economics. The central focus is the analysis of factors contributing to economic development in general, but in particular in low-income countries, primarily located in Africa, Asia and Latin America. The major theories examined include: the historicist (linear-stages) theories; structural change (inter-sectoral) theories; neoclassical dependency theories; neoclassical (new political economy) theories; new growth theory. In addition a number of current issues will be examined including: polulation, trade and development, foreign direct investment, globalization.

Economics of Financial Markets
This course introduces students to the key concepts and current issues in financial economics. To reflect the diversity of the financial services sector, this course covers all the important financial markets: stock; bond; foreign exchange; and derivatives. Particular emphasis is placed on linking the financial theory to the major global economic and business stories of recent years, for example, the rise and fall of world stock prices; the volatility of the euro-dollar exchange rate; and how billions of euro were lost in derivatives-related trading.

Health Economics
This course covers the following topics: health care as an economic commodity; agency in health care; the demand for health; economic evaluation of health care programmes; output measurement for resource allocation, hospitals, technology and the supply of health care; equity in health care; and the financing of health care. In addition, students must do an essay on a specific health economics problem.

History of Economic Thought
This course provides a comprehensive introduction to the history of economic thought. It begins with an introduction to the history of thought in the ancient and medieval worlds and proceeds through mercantilist thought, the Physiocrats, Smith, Ricardo, Marx, the marginal revolution, theories of monopoly capital, and Thorstein Veblen to John Maynard Keynes. The student is introduced to the concept of the paradigm in the history of thought. The relationship of changes in thought to changes in the real economy is emphasized.

International Economics
The course is a combination of theory, empirical tests of theories, the policy implications of theories and contemporary debates on the trade aspect of

globalisation. The standard neo-classical theories of trade are examined and the textbook is supplemented with articles that examine some of the empirical issues relating to trade, its causes and effects. The implications of market distortions for the gains or otherwise from trade liberalisation are also considered. The actuality of current international trade policies are explored, with some emphasis on the reasons for its generally mercantilist orientation. The course also addresses the issue of factor mobility (in particular capital mobility and foreign direct investment) and its implications for the home and host countries. Finally the current debate over globalisation and development is examined with a critique of the arguments of both sides.

Environmental & Natural Resource Economics
This course looks at the relationship between economic activity and the natural environment. It deals with such topics as the exploitation of natural resources, environmental pollution and the natural environment as a source of enjoyment. It also discusses the notion of sustainable development. 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Applied Econometrics
The aim of this course is to give students a practical introduction to some of the main methods used by Economists to quantify relationships between economic variables. Using appropriate software and real data sets, theory learned in the classroom is quickly put into a practical context. Towards the end of the course students build their own Econometric model.

Money and Banking
This course sets out to develop your understanding of international banking and monetary institutions and the world's financial architecture. Using the basic economics of banking, the course explores a variety of current issues, including: the role of the new Irish Financial Services Regulatory Authority (IFSRA); how banking and currency crises have occurred around the world since the 1990s; the role of the International Monetary Fund (IMF); and why the European Central Bank (ECB) is considering a change in its monetary policy.

Public Economics
The aim of this module is to introduce students to the role that public sector plays in influencing resource allocation in a market economy. We will focus on the set of normative rules to guide public sector decision-making using tools of modern welfare economics. On the other hand, we will also show that public economies involve the positive study of how the activities of

government (for example, taxation, transfers, expenditures) influence resource allocation, relative forces and welfare in the economy.

Research Paper I
A number of skills will be developed during the course. These include the ability to understand economic reasoning, the ability to select a research topic and discover what has been written on this topic already, the ability to access economic data, and the ability to write and present a research project. Students have to write an essay for this course on a topic to be agreed with their supervisor.

Research Paper II
This course gives the student the opportunity to apply economic reasoning to a particular issue in Economics. The skills developed during the first semester will be further developed in this course. These include the ability to understand economic reasoning, the ability to select a research topic and discover what has been written on this topic already, the ability to access economic data, and the ability to write and present a research project. Students have to write a major essay for this course on a topic to be agreed with their supervisor.

CERTIFICATE IN MANAGEMENT PRACTICE

Programme Objective
The Certificate in Management Practice (CMP) is designed to enhance management practices and leadership capabilities for people working in both private and public sector contexts. Each module in the Programme will be practical and applied. The activities within the Programme are aimed at improving participant's management skills and business performance.

Entry Requirements
Entry to the Certificate programme is intended for professionals (graduate and non-graduate) who are in the early or mid-point of their careers (a minimum of 3 years business experience) who need either some business education to advance to senior management, who are entrepreneurs seeking formal business training in order to enhance their management skills or who have no formal business training and want an introduction to business.

Programme Duration
The CMP will be delivered over a seven month period and involves eighteen days attendance at the J.E. Cairnes School of Business and Economics.

Programme Structure

The CMP consists of six modules.

CM103 Leadership and Change Management (5 ECTS)
CM106 Innovation and Creativity (5 ECTS)
CM102 People Management (5 ECTS)
CM101 Financial Management (5 ECTS)
CM107 Research Project (5 ECTS)
Choice of:
CM105 Marketing & Sales Management (5 ECTS)
Or
CM104 Operations Management (5 ECTS)

All modules earn 5 ECTS credits from NUI, Galway and successful participants are awarded the CMP on successful completion of all six modules. Participants who successfully complete this specialist Certificate may be eligible to apply for entry onto further programmes, e.g. Diploma in Management Practice.

Assessment
A variety of teaching methods are used during the workshops including; case studies, guest presentations, class exercises etc. Assessment for the individual modules is primarily by means of continuous assessment. There is a written examination in the financial management module at the end of the course. A maximum of two attempts is allowed for each assessment/examination. In addition, each student will complete a work- based project providing the link between the modules and work and provide each participant an opportunity to demonstrate their knowledge and understanding of course content.

Module Descriptions
Financial Management (5 ECTS)
The components of financial statements. The analysis and interpretation of financial statements. Use of accounting information by managers. Relevant costing. Marginal costing. Product costing systems. Cost volume profit analysis. Capital investment appraisal.

Innovation and Creativity (5 ECTS)
This course provides students with an introduction to the management of innovation. Defining innovation, innovation diffusion theories, technological trajectories. National, technical, social, legal, and ethical issues in innovating and implementing technology. Strategic technology and innovation management: aligning new technologies with strategic business objectives; acquiring and developing strategic technological platforms; managing R&D; managing innovation partnerships and alliances. Creativity techniques for

better solution generation and problem solving; implementing the innovative and creative organisation.

Leadership and Change Management (5 ECTS)
Today's organisation faces increasing pressures to achieve higher and higher levels of performance in a fast paced global market. This places extra demands on the workforce in terms of effective decision making, flexibility, and achievement of results. Such demands require effective leadership, and for leaders, the changing world of work presents particular challenges. This course will examine in depth some of the challenges faced by leaders in today's competitive organisations, and will allow participants to get involved in problem solving exercises similar to those they may experience in the workplace. Various methodologies are used in order to create a stimulating and participative environment. Practical application and discussion is encouraged. Lecture, discussion, role play, case study, self assessment questionnaires and scenario planning feature throughout, on both an individual and a group level.

People Management (5 ECTS)
The People Management module will examine the practical aspects of managing people in small and medium enterprises. The module is based on an inter-disciplinary approach to the management of human resources in a contemporary context. The programme will explore important HR issues including recruitment and selection, performance management, human resource development, pay and rewards, and employee relations in an SME context.

Choice of
Marketing & Sales Management (5 ECTS)
This course will be concentrated on two key marketing goals: (1) how to retain profitable customers and (2) how to increase sales. In doing so the course will address the following issues: An overview of marketing including its principal functions, a customer service model to help ensure customer retention, using the Ansof Model to select sales growth strategies, and how to sell effectively and profitably.
Or
Operations Management (5 ECTS)
Introduction to Operations Engineering. Operations Strategy. Introduction to Quality Planning and Control. Product and Service Design. Process and Technology. Facility Layout and Line Balancing. Human Resources. Supply Chain Management. Forecasting. Capacity Planning and Aggregate Production Planning. Inventory Management. Scheduling. Introduction to Just in Time &

Lean Systems. Introduction to Project Planning and Control. Enterprise Resource Planning.

Research Project
Each student will complete a work-based project providing the link between the core modules and work and provide each participant an opportunity to demonstrate their knowledge and understanding of course content.

SPECIALIST DIPLOMA IN CONTINUING PROFESSIONAL DEVELOPMENT (Management Practice)

Programme Objectives
The Diploma in Management Practice (DMP) is designed to enhance the management practices, behaviours and leadership capabilities of senior managers (both people managers and technical managers). The purpose of the process is to provide high potential talent with an opportunity to develop their skills and place them in positions of future leadership.

Requirements for Award
Satisfactory completion of all 4 modules of the programme, including assignments, (20 credits under the Irish National Qualifications Framework - NQF) **plus** individual research project, involving preparation of substantial work-related assignment (10 credits).

Target Group
Senior executives in both people and technical areas all educated at minimum to degree level. It is expected that 10 to 20 students per year will attend.

Programme Format
The programme consists of 4 taught modules and a final project. Each module consists of 30 hours in total as well as pre-module reading assignments, project assignments, and case study preparation.

All taught modules involve a number of learning approaches and are all highly participative. They involve lectures, case studies, group exercises, individual assignments, video presentations, and pre-course reading assignments and projects. Each module in the programme will be practical and applied. The activities in the programme are designed to improve the participants management capability thus positively impacting bottom line business performance.

There will also be continual coaching during the process, psychometric assessment, and feedback. Assessment for the individual modules is primarily by means of continuous assessment. Each participant will complete a work based assignment for each module, this will provide each participant an opportunity to demonstrate their knowledge and understanding of course content.

The final project involves preparation and implementation of a substantial work-related assignment.

Administration of Programme
The programme will be organised in partnership with Evolve Training Consultants. Students will be registered through the Office of Adult and Continuing Education for a Specialist Diploma in Continuing Professional Development. These awards may be recognised at Level 8 of the Irish NQF, and credits may count towards further qualifications at Masters level 9. Dr Paul Ryan is the Academic Director of the programme.

MODULE DESCRIPTIONS

Module 1
Management of Human Resources
Human resource planning; communication and participation; training and development; reward management - compensation and benefits, job analysis and job evaluation, performance appraisal; career planning and development, root cause identification, six sigma, team decision thinking, tools for business thinking; six thinking hats; work life balance; personal productivity; scenario planning, self assessment questionnaires and 360 feedback; benefits of coaching, analysing the coaching process, differentiating the different coaching focus areas, practice the principles of a coaching conversation, identify and discuss the role of values in a coaching engagement.

Module 2
Organisational Behaviour
Perception; attribution; personality; communication; motivation; stress; individual development; leadership; power; group effectiveness; intergroup relations; organisational structure; contingency designs; work design; developing people and teams; performance management, team formation and development.

Module 3
Management of Organisational Change and Innovation

The diagnosis of organisational position in the environment; the introduction, adoption and implementation of successful change in organisations; understanding the need for an innovation strategy, changing the work environment to promote innovation and creativity, how to change management processes to encourage ideas, how to best reward ideas.

Module 4

Business Negotiations and Strategic Influencing

Negotiations in context; conflict, decision analysis and negotiations; process of negotiations; negotiation styles and tactics; principles of influence; effective influencing behaviours; preparation for influencing; relating to different personality types; schools of decision making; stakeholder mapping; departmental drivers; personal wins/losses; individual decision making styles; action planning.

Final Project

Each participant will complete a significant work based project at the end of the four modules providing the opportunity to demonstrate their knowledge and synthesis of the course content as a link between the core programme modules and work.

Presentation of Project

Participants should prepare a 20 minute PowerPoint presentation of their projects to present to Programme staff. This will be followed by a 20 minute Q&A session.

Advanced Presentation Skills

Advanced Presentation Skills training will be provided on necessary components required to make a compelling, impactful and persuasive presentation to a group. It will cover audience examination, preparation, designing for memory, platform skills, and persuasion.

Assessment of the Project

The project will be assessed by programme staff for award of the diploma.

STRUCTURED PhD
COLLEGE OF BUSINESS, PUBLIC POLICY AND LAW

Overview

The Structured PhD is a 4-year full time programme (360 ECTS).

There is a separate programme for each School. Student will register for a Ph.D (Business & Economics) or Ph.D (Law).

Each student must obtain a minimum of **30 ECTS** through 'structured' modules having a taught or 'skills' component, and a maximum of 90 ECTS, but a recommended **normal maximum of 45 ECTS.**

The thesis remains central to the award of the PhD.

Part Time: The traditional 'research only' PhD remains available for those wishing to complete on a part time basis.

Compulsory Modules

The only mandatory module on the Structured PhD programme is Induction. During their first year all research students will attend an induction event which will acquaint the students with the research process in NUI Galway. This event is organized by the College of Business Public Policy & Law. Research regulations, research ethics, research finances, information/library resources and other general information on the University will be provided to students. Orientation is a separate event for all research students which is organized by Graduate Studies and should take place prior to induction.

A typical Induction Programme is as follows:
• What is a PhD? • Introduction to Research at NUI Galway • Introduction to Ethics in Research, • Introduction to Research Methodologies • Library Services-off & online
Students on traditional research degree routes may also attend this course.
Assessment
This 5 ECTS will be awarded upon successful completion of a Research and Professional Development Plan.

Optional Modules

Students select modules in consultation with their Supervisor and/or Graduate Research Committee from the catalogue of PhD modules available.

The onus lies with the student to ensure that they correctly register for modules.

In addition to the modules available across the College a Supervisor may stipulate existing or new modules from within their discipline. It is important that these modules are input by the discipline to the Syllabus File for the Structured PhD.

Scholarships and Prizes

ARAMARK INTERNATIONAL STUDY SCHOLARSHIP

This Scholarship will be awarded annually, on the recommendation of the J.E.Cairnes School of Business and Economics. The value of the Scholarship is €2,000. The Scholarship shall be awarded on the basis of academic performance in year 1 and 2 of the B. Comm. Programme, Personal Statement and Interview Performance. The Scholarship is not awarded based on Academic Performance only, however minimum standards must be achieved by the student.

ARAMARK INTERNATIONAL STUDY BURSARIES

These Bursaries will be awarded annually, on the recommendation of the J.E.Cairnes School of Business and Economics. The total value of the Bursaries are €2,000 which may be divided and awarded to multiple students at the School's discretion. Minimum academic standards must be achieved by the students to qualify for consideration; the amounts will then be allocated based on the financial needs of the students.

ARAMARK PRIZE FOR BACHELOR OF COMMERCE DEGREE, FINAL YEAR

This prize will be awarded annually, on the recommendation of the J.E.Cairnes School of Business and Economics. The prize shall amount to €1,000 and will be awarded to the student who receives the highest overall aggregate mark in the award calculation for the B. Comm. Degree. In the event of a tie the prize will be divided equally.

ACCA PRIZE IN FINANCIAL ACCOUNTING

This prize is sponsored by the Association of Chartered Certified Accountants, and will be awarded annually to the student who achieves the highest marks in the module International Financial Reporting I in Second Commerce, provided (s)he passed the examinations of the year as a whole. The value of the prize is €200, and the recipient will also receive a certificate of achievement from the Association.

THE CAMPBELL BEWLEY MEDAL

The Campbell Bewley Medal shall be awarded to the highest placed candidate at the B.Comm. Degree examination from among those who joined Third Commerce under the joint National University of Ireland, Galway/Shannon College of Hotel Management programme, provided the candidate obtains at least Second Class Honours overall in the degree.

The value of the Prize is €300.

THE CIMA PRIZE IN MANAGEMENT ACCOUNTING

The CIMA prize in Management Accounting shall be awarded on the recommendation of the J.E. Cairnes Graduate School of Business & Economics to the student in the Bachelor of Commerce/Bachelor of Commerce International programmes for the best performance in Management Accounting 1 (AY207), provided the student passes the examinations of the year as a whole. The prize consists of a cheque for €500, a parchment and a piece of Dublin crystal.

DELOITTE PRIZE IN TAXATION AND FINANCIAL ACCOUNTING

This prize is sponsored by Deloitte, and will be awarded annually on the recommendation of the J.E.Cairnes School of Business and Economics, to the student who attains the highest aggregate mark in the modules Taxation I, Taxation II, International Financial Reporting II and International Financial Reporting III in his/her Final Commerce year, providing the student achieves at least a Second Class Honours, Grade 1 overall in the Bachelor of Commerce degree. The value of the prize is €1000. In the event of a tie, the prize will be divided equally.

Students on the BComm Accounting programme are not eligible for this award.

DELOITTE PRIZES (SECOND COMMERCE YEAR)

These Prizes will be awarded annually, on the recommendation of the J.E. Cairnes School of Business and Economics, to the students who, attain the highest levels of performance in the Examinations of the Second Commerce Year, provided they have taken the subject International Financial Reporting I in the Second Semester and have passed the examinations of the year as a whole.

The amounts of the Prizes shall be €750, €500 and €250 for First, Second and Third Prizes respectively. In the event of a tie, the Prize(s) will be divided equally.

Students on the BComm Accounting programme are not eligible for this award.

DELOITTE PRIZES FOR STUDENTS ON SECOND YEAR B.COMM (ACCOUNTING)

These prizes will be awarded annually, on the recommendation of the J.E.Cairnes School of Business and Economics, based on the results of the examinations of the second year of the B. Comm (Accounting) degree, to those students who obtain first, second and third place in the aggregate mark of all examinations taken. In the event of a tie, the prize or prizes will be divided equally. The amount of the prizes shall be €750, €500 and €250 for first, second and third places respectively.

Only students on the B. Comm (Accounting) Programme are eligible for these Prizes.

GLAXOSMITHKLINE PRIZE FOR EXCELLENCE IN HUMAN RESOURCE MANAGEMENT

This prize, value €1000, will be awarded annually on the recommendation of the Professor of Management/Head of School to one of the top five students with the highest aggregate provisional results in the Semester 1 modules of the final year required for the HR Stream of the B. Comm, provided an overall result of Second Class Honours, Grade 1 has been achieved.

In addition to this the qualifying student will be given a graduate work internship for three months with Glaxosmithkline.

A selection process for this prize will take place around April of each year by Glaxosmithkline and the University.

Should the successful candidate by offered full-time employment by Glaxosmithkline at a later date the company are committed to providing appropriate support for further education.

GLAXOSMITHKLINE PRIZE FOR EXCELLENCE IN MARKETING

This prize, value €1000, will be awarded annually on the recommendation of the Professor of Marketing/Head of School to one of the top five students with the highest provisional results in the Semester 1 module of the final year required in the Marketing Stream of the B. Comm, provided an overall result of second class honours, Grade 1 has been achieved.

In addition to this the qualifying student will be given a graduate work internship for three months with Glaxosmithkline.

A selection process for this prize will take place around April of each year by Glaxosmithkline and the University.

Should the successful candidate by offered full-time employment by Glaxosmithkline at a later date the company are committed to providing appropriate support for further education.

HP AWARD – BSc (BUSINESS INFORMATION SYSTEMS)

The Hewlett Packard Award for the Best Student in Business Information Systems is a prestigious annual award which seeks to recognise and reward excellence in the pursuit of studies relating to the application of information systems in business. It is awarded to the highest performing final year student in the BSc in Business Informations Systems at NUI, Galway.

KPMG PRIZES SECOND YEAR B. COMM.

These prizes will be awarded annually, on the recommendation of the J.E. Cairnes School of Business and Economics based on the results of the examinations of the Second Commerce year, to those students who obtain first, second and third place in the aggregate in the subjects Management Accounting I, Business Finance I and International Financial Reporting I, provided they pass the examinations of the year as a whole. In the event of a tie, the prize or prizes will be divided equally. The amount of the prizes shall be €300, €200 and €150 for first, second and third places respectively.

KPMG PRIZES THIRD YEAR B.COMM. (ACCOUNTING)

These prizes will be awarded annually, on the recommendation of the J.E.Cairnes School of Business and Economics, based on the results of the examinations of the third year of the B. Comm (Accounting) degree, to those students who obtain first, second and third place in the aggregate mark of all examinations taken. In the event of a tie, the prize or prizes will be divided

equally. The amount of the prizes shall be €300, €200 and €150 for first, second and third places respectively.

Only students on the B. Comm (Accounting) Programme are eligible for these Prizes.

THE MAZARS PRIZE IN BUSINESS FINANCE IN MEMORY OF MARK NEVIN

This prize is sponsored by MAZARS, Galway, and will be awarded annually on the recommendation of the J.E. Cairnes School of Business and Economics, to the student who attains the highest mark in the module Business Finance I in his/her Second Commerce year, providing the student received 60 ECTS credits from his/her first sitting of the examinations of that year. The value of the prize is €1000. In the event of a tie, the prize will be divided equally.

THE LABHRAS O NUALLAIN PRIZE

The Labhras O Nuallain Prize is awarded to the student who achieves the highest mark in Development Economics, which is a final year course offered to B.A. and B. Comm students. The award which amounts to €325 was bequeathed by Professor Labhras O Nuallain who lectured in Economics in this University from 1953 until 1970, and was Professor of Economics from 1970 to 1982. He was an acknowledged specialist in Economic Development, both national and international.

PWC MEDAL AND PRIZE FOR STUDENT ON 1ST YEAR B. COMM DEGREE: ACCOUNTING MODULE

The Price Waterhouse Coopers Medal and Prize shall be awarded on the recommendation of the J.E. Cairnes School of Business & Economics to the student in the Bachelor of Commerce degree programmes who obtains the highest marks in the first-year Accounting module, provided a pass is achieved in the first year examinations overall. The value of the Prize is €500. In the event of a tie, the prize will be divided equally.

This prize is not available to B. Comm (Accounting) students.

PWC PRIZES FOR STUDENT ON 1ST YEAR B. COMM (ACCOUNTING) DEGREE

These prizes will be awarded annually, on the recommendation of the J.E. Cairnes School of Business and Economics, based on the results of the examinations of the first year of the B. Comm (Accounting) degree, to those students who obtain first, second and third place in the aggregate mark of all examinations taken. In the event of a tie, the prize or prizes will be divided equally. The amount of the prizes shall be €750, €500 and €250 for first, second and third places respectively.This prize is not available to students on the B. Comm. programmes

PRICE WATERHOUSE COOPERS PRIZE IN TAXATION

This prize is sponsored by Price Waterhouse Coopers, and will be awarded annually on the recommendation of the J.E. Cairnes School of Business and Economics, t o the student who attains the highest aggregate mark in the module Taxation I and Taxation II in his/her Final Commerce year, providing the student achieves at least a Second Class Honours, Grade 1 overall in the Bachelor of Commerce degree. The value of the prize is €1000. In the event of a tie, the prize will be divided equally.

THE SALVATORE SFERRA MEMORIAL PRIZE

Dott. Antonio Castelli, formerly a member of Romance Languages (1963-1966), originally endowed this prize in memory of his uncle, Salvatore Sferra (Naples). The value of the prize is now €300. The purpose of the prize is to encourage competence in Italian and is awarded each year to that Second Arts or other student who, in judgement of the School, is deemed to have made the most significant progress.

BEARING POINT AWARDS FOR BEST FINAL YEAR PROJECT B.S.c (BUSINESS INFORMATION SYSTEMS)

These awards, sponsored by Bearing Point, are for outstanding achievement in the Final Year Project in the Fourth Year of the B.Sc (Business Information Systems)."

DUAISEANNA LIAM UI BUACHALLA

Bronnadh Ciste ar an Ollscoil in uadhacht Mhaire Bean Ui Bhuachalla (Maire Ni Scolai) I gcuimhne ar a fear ceile, Liam, a bhi ina Leachtoir agus ina Ollamh le Geilleagar, Trachtail agus Cuntasaiocht I gcaitheamh na mblian

1928 go 1969. Faoi reir thearmai na huadhachta, usaidfear ioncam an Chiste le Duais no Duaiseanna a bhronnadh. Ta coinniollacha na nDuiseanna le socru amach anseo. Luach na nduaiseanna anois na €1000.

ARAMARK PRIZE FOR Msc STRATEGY, INNOVATION & PEOPLE MANAGEMENT

This prize will be awarded annually. The prize shall amount to €1,000 and will be awarded to the student who receives the highest overall aggregate mark in the examinations of the Msc in Strategy, Innovation and People Management programme. In the event of a tie the prize will be divided equally.

THE HEWLETT PACKARD PRIZE IN SYSTEMS ANALYSIS M.Sc. (Information Systems Management)

From 2009-10 onwards, the Hewlett Packard Prize in Systems Analysis will be awarded to the student in the M.Sc. in Information Systems Management Programme (full-time and part-time) who attains the highest aggregate score across modules MS804 (Systems Development and Project Management), MS805 (Database Systems) and MS821 (Applied Systems Analysis). To be eligible for this prize, the student must pass all three modules at the first attempt and within one academic year of entering the programme. Students who are exempted from taking these modules are not eligible for this prize.

IRISH TAXATION INSTITUTE PRIZE IN TAXATION

This prize is sponsored by the Irish Taxation Institute, and will be awarded annually on the recommendation of the J.E. Cairnes Graduate School of Business and Economics, to the student who attains the highest mark in the Taxation module of the Master of Accounting programme, providing the student achieves at least a Second Class Honours overall in the Master of Accounting degree. The value of the prize is €1000. In the event of a tie, the prize will be divided equally.

MARTIN A. WHYTE MEMORIAL MEDAL

A medal will be awarded annually within E-Business Marketing (MK 560) in the MSc Strategic Marketing Programme to the student who receives the highest overall mark in this module.

MEDTRONIC AVE

This prize, value €800, will be awarded annually on the recommendation of the Professor of Management, to the student achieving first place in the MSc (Industrial Relations and Human Resource Management) programme, provided an overall result of Second Class Honours, Grade 1 has been achieved.