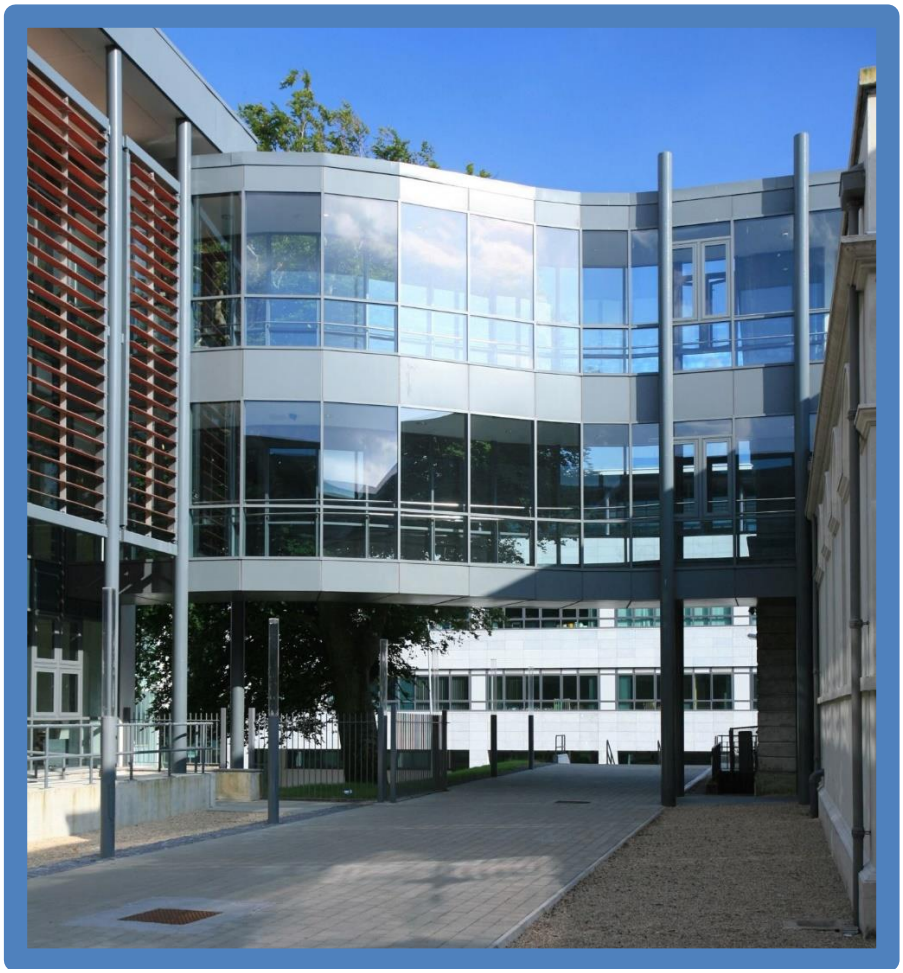
Ollscoil na Gaillimhe
University of Galway



# College Of Business, Public Policy And Law

## Coláiste An Ghnó, An Bheartais Phoiblí Agus An Dlí

# Féilire 2026/2027
# Calendar 2026/2027

# COLLEGE OF BUSINESS, PUBLIC POLICY AND LAW

*COLÁISTE AN GHNÓ, AN BHEARTAIS PHOIBLÍ AGUS AN DLÍ*

## FÉILIRE 2026/2027
## CALENDAR 2026/2027

The 2025-26 Calendar is valid for that Session. Whilst every effort is made to ensure the contents of the Calendar are accurate, the Calendar is issued for the guidance of students and staff only. The Calendar is not an offer to supply courses of study nor is it in any way to be construed as imposing any legal obligation on the University to supply courses either at all or in part in respect of any subject. No guarantee is given that courses, syllabii, fees or regulations may not be altered, cancelled or otherwise amended at any time. The Calendar confers no rights on any student registered for the Session 2026-27.

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(Comhollscoil d'Ollscoil na Gaillimhe)

**University of Galway**
(Constituent University of Galway)

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Simply prefix the extension number with the digits **49**.
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University of Galway
(Constituent University of Galway)

# THE J.E. CAIRNES SCHOOL OF BUSINESS AND ECONOMICS
# SCOIL GHNÓ & EACNAMAÍOCHTA J.E. CAIRNES

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BACHELOR OF COMMERCE (B.COMM.)

BACHELOR OF COMMERCE (GLOBAL EXPERIENCE)

B.COMM GLOBAL EXPERIENCE (DOUBLE DEGREE)

STREAMS (FINAL YEAR)

BACHELOR OF COMMERCE INTERNATIONAL

BACHELOR OF COMMERCE GAEILGE

BACHELOR OF COMMERCE ACCOUNTING

BACHELOR OF COMMERCE ACCOUNTING (GLOBAL EXPERIENCE)

BACHELOR OF SCIENCE (BUSINESS INFORMATION SYSTEMS)

FIRST YEAR COMMERCE SYLLABI OF COURSES

SECOND & FINAL COMMERCE YEARS - SYLLABI OF COURSES

PART-TIME BACHELOR OF COMMERCE & DIPLOMA IN BUSINESS

MASTER OF ACCOUNTING

MASTER OF SCIENCE IN CORPORATE FINANCE

MASTER OF SCIENCE IN GLOBAL ENVIRONMENTAL ECONOMICS

MASTER OF ECONOMIC SCIENCE: INTERNATIONAL FINANCE

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
MASTER OF SCIENCE IN MANAGEMENT AND SUSTAINABILITY

MASTER OF SCIENCE FINTECH (ECONOMICS AND FINANCIAL TECHNOLOGY)

MASTER OF SCIENCE IN INTERNATIONAL ACCOUNTING AND ANALYTICS

M.COMM. DEGREE

MASTER OF SCIENCE IN BUSINESS ANALYTICS (Full-Time)

MASTER OF SCIENCE IN AGEING AND PUBLIC POLICY

MASTER OF SCIENCE IN HEALTH ECONOMICS

MASTER OF SCIENCE IN HEALTH ECONOMICS PART-TIME

MASTER OF SCIENCE IN INFORMATION SYSTEMS MANAGEMENT (FULL-TIME)

MASTER OF SCIENCE IN INTERNATIONAL MANAGEMENT

MASTER OF SCIENCE MARKETING PRACTICE

MASTER OF SCIENCE IN MARKETING MANAGEMENT (FULL-TIME)

MASTER OF SCIENCE IN DIGITAL MARKETING

HIGHER DIPLOMA IN BUSINESS STUDIES

MASTER OF SCIENCE IN MARKETING MANAGEMENT (PART-TIME)

HIGHER DIPLOMA IN FINANCIAL ANALYSIS

MASTER OF SCIENCE IN CYBERSECURITY RISK MANAGEMENT

MASTER OF SCIENCE IN SUSTAINABILITY LEADERSHIP

**MASTER OF SCIENCE IN BUSINESS INFORMATION SYSTEMS (FULL-TIME)**

**MASTER OF SCIENCE IN BUSINESS INFORMATION SYSTEMS (FULL-TIME)**

STRUCTURED PHD

SCHOLARSHIPS AND PRIZES

# 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 University of Galway.

## Programme Specific 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 students who are permitted to transfer to First Commerce, having failed in another College, must pass the First University Examination in Commerce within one academic year of entering the Course.

## Modules for First Year:

**Core**

| | | | |
|---|---|---|---|
| EC142 | Principles of Microeconomics (B.Comm) | 5 ECTS | Semester 1 |
| EC143 | Principles of Macroeconomics (B.Comm) | 5 ECTS | Semester 2 |
| AY104 | Introduction to Financial Accounting | 5 ECTS | Semester 1 |
| AY105 | Introduction to Management Accounting | 5 ECTS | Semester 2 |
| MS120 | Business Information Systems | 5 ECTS | Semester 1 |
| MS1100 | Information Management for Business | 5 ECTS | Semester 2 |
| MA119 | Mathematics for Business | 5 ECTS | Semester 1 |
| ST1109 | Introductory Statistics for Business | 5 ECTS | Semester 2 |
| MG3116 | Management: Enterprise and Society | 5 ECTS | Semester 1 |
| MK3106 | Introduction to Marketing | 5 ECTS | Semester 2 |

**Optional**

| | | | |
|---|---|---|---|
| MG3107 | Skills for Success | 5 ECTS | Semester 1 |
| LW190 | Business Law I | 5 ECTS | Semester 2 |

Or:

| | | | |
|---|---|---|---|
| SH140 | Spanish Language 1 (intermediate) | 10 ECTS | Semester 1&2 |
| Or | | | |
| Sh102 | Spanish Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GR141 | German Language 1 (Advanced) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GR140 | German Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| Cl1110 | Chinese Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GA191/192 | Gaeilge agus Scilleanna Cumarsáide | 10 ECTS | Semester 1&2 |

**Total credit units required: 60 (50 Core and 10 Optional)**

## Second Year

*First Semester - Core*

| ***Code*** | ***Module Title*** | ***ECTS*** |
|---|---|---|
| ST2120 | Inferential Statistical Methods for Business | 5 |
| MK206 | Consumer Behaviour | 5 |
| MG3121 | Leading Individuals, Teams and Projects | 5 |
| EC2100 | Applied Microeconomics for Business | 5 |
| AY207 | Management Accounting I | 5 |
| MG3108 | Skills for Business | 5 |

*Second Semester - Core*

| ***Code*** | ***Module Title*** | ***ECTS*** |
|---|---|---|
| AY208 | Business Finance I | 5 |
| MG3118 | HRM and Decent Work | 5 |
| EC2101 | Macroeconomics and the Business Environment | 5 |
| MS2101 | Managing Digital Transformation | 5 |

*Optional*

| | | |
|---|---|---|
| AY209 | International Financial Reporting I | 5 |
| EC247 | Introduction to Financial Economics | 5 |
| | OR | |
| EC259 | Economics of Public Policy | 5 |
| ST2218 | Advanced Statistical Methods for Business | 5 |
| MG2101 | Entrepreneurial Venture Development | 5 |
| MK2102 | Marketing & Sustainability | |
| MG3117 | Intercultural Encounters | 5 |
| MS2100 | Cybersecurity | 5 |
| BSS2104 | Introduction to Sustainability, module code | 5 |
| LW290** | Business Law II | 5 |

**(pre-requisite is LW190 Business Law I)

*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.*

*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 Pass in Leaving Certificate German and those taking Spanish Language I (Intermediate) should have at least a Higher Grade C3 in Leaving Certificate Spanish.

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 module.

However, a student with marks less than 40% in one or more modules will be deemed to have passed. 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 the 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 marks and standards.

4. A limited number of those who pass the First Year examination in Chinese, German, Spanish or Italian at a specified minimum mark, may 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.

5. After First Year, the European continental language is available only in the B.Comm. International (language) programmes.

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.

## Specific Programme 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 Final Years as follows:
**Second Commerce:** 60 ECTS: 50 obligatory plus 10 optional credits.
**Final Commerce:** 60 ECTS: 20 ECTS credits obligatory, 25 ECTS credits from one stream, and 15 ECTS credits either from the same stream or from the list of electives.

2. 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.

3. 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. Special circumstances can be taken into account by the Examinations Board.

***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.or PME in Ed./ADO Courses on the completion of their Degree Course.**

B.Comm students continue to page 55.

# BACHELOR OF COMMERCE (GLOBAL EXPERIENCE)

## General

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

## Specific Programme Regulations for First Year

1. The Marks and Standards for the B. Comm progamme shall apply.

2. A candidate must have successfully completed 60 ECTS in First Year to proceed to the Second Year of the Programme.

3. Repeat examinations are scheduled in August for those students who failed examinations in modules in 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 module without the School's permission.

4. 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.

# B .COMM GLOBAL EXPERIENCE (DOUBLE DEGREE)

We currently have four prestigious double degree partners: KU Leuven, Belgium, ICN Business School, Nancy, Burgundy School of Business (BSB), Dijon both in France and University of Pforzheim in Germany. A small number of students may be selected / apply to spend their 3rd year at one of these partner universities undertaking a Double Degree programme. Numbers accepted on the programme will be limited and places will be determined based on the number of places available at the host universities as well as the student's academic and personal record. 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 in the host university and on the successful completion of this year would progress to take final B.Comm. Global Experience in their fourth year. The number and level of subjects to be taken at the host university must be determined in consultation with the School of Business & Economics. 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). Students will be awarded a degree from the host university provided they successfully complete (i.e., pass) a full year of study at there which translates in to 60 ECTs.

**Schedule of Modules**

## First Year

**Core**

| | | | |
|---|---|---|---|
| AY104 | Introduction to Financial Accounting | 5 ECTS | Semester 1 |
| AY105 | Introduction to Management Accounting | 5 ECTS | Semester 2 |
| EC139 | Principles of Microeconomics | 5 ECTS | Semester 1 |
| EC141 | Principles of Macroeconomics | 5 ECTS | Semester 2 |
| MA119 | Mathematics for Business | 5 ECTS | Semester 1 |
| ST1109 | Introductory Statistics for Business | 5 ECTS | Semester 2 |
| MS120 | Business Information Systems | 5 ECTS | Semester 1 |
| MS1100 | Information Management for Business | 5 ECTS | Semester2 |
| MG3116 | Management: Enterprise and Society | 5 ECTS | Semester 1 |
| MK3106 | Introduction to Marketing | 5 ECTS | Semester 2 |

**Optional**

| | | | |
|---|---|---|---|
| MG3107 | Skills for Success | 5 ECTS | Semester 1 |
| LW190 | Business Law 1 | 5 ECTS | Semester 2 |

Or:

| | | | |
|---|---|---|---|
| SH140 | Spanish Language 1 (intermediate) | 10 ECTS | Semester 1&2 |
| Or | | | |
| Sh102 | Spanish Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GR141 | German Language 1 (Advanced) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GR140 | German Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| Cl1110 | Chinese Language 1 (beginners) | 10 ECTS | Semester 1&2 |
| Or | | | |
| GA191/192 | Gaeilge agus Scilleanna Cumarsáide | 10 ECTS | Semester 1&2 |

## Second Year

*First Semester – Core*

| ***Code*** | ***Module Title*** | ***ECTS*** |
|---|---|---|
| ST2120 | Inferential Statistical Methods for Business | 5 |
| MK2101 | Consumer Behaviour | 5 |
| MG3121 | Leading Individuals, Teams and Projects | 5 |
| EC2100 | Applied Microeconomics for Business | 5 |
| AY207 | Management Accounting I | 5 |
| MG3108 | Skills for Business | 5 |

*Second Semester - Core*

| ***Code*** | ***Module Title*** | ***ECTS*** |
|---|---|---|
| AY208 | Business Finance I | 5 |
| MG3118 | HRM and Decent Work | 5 |
| EC2101 | Macroeconomics and the Business Environment | 5 |
| MS2101 | Managing Digital Transformation | 5 |

*Optional*

| | | |
|---|---|---|
| AY209 | International Financial Reporting I | 5 |
| EC247 | Introduction to Financial Economics | 5 |
| | OR | |
| EC259 | Economics of Public Policy | 5 |
| ST2218 | Advanced Statistical Methods for Business | 5 |
| MG2101 | Entrepreneurial Venture Development | 5 |
| MK2102 | Marketing & Sustainability | 5 |
| MS2100 | Cybersecurity | 5 |
| CI200* | Doing Business in China – Language & Culture I | 5 |
| LW290* | Business Law II | 5 |

*(pre-requisite is LW190 Business Law I)

*CI200 is offered subject to available resources, class size is limited. No change of mind facility offered for these modules.

*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.*

## Regulations for Third Year

**Students must complete one of the following models of Global experience at the discretion of the School of Business and Economics.**

**The following requirements are fulfilled on a pass/fail basis.**

**Model 1: Full year Study Abroad**

- The full year study abroad students must pass a minimum of 40 ECTS at the host University abroad, or equivalent of two thirds of the normal workload for a local student for a non-EU University, as determined by the Programme Director.
- At least 20 of these ECTS must be in business or cognate disciplines.
- Modules studied must be agreed with the Programme Director in advance of commencing the study abroad or as soon as possible thereafter.
- The remaining 20 credits for study abroad will be awarded for completion of such reports, assignments and/or presentations as determined by the Programme Director.

**Model 2: One Semester study abroad and one semester on work placement**

- The student must pass a minimum of 20 ECTS at the host University abroad or equivalent of two thirds of a normal semester workload for a local student for a non-EU University, as determined by the Programme Director.
- At least 10 of these ECTS must be in business or cognate disciplines.
- Modules studied must be agreed with the relevant home institution programme director in advance of commencing the study abroad or as soon as possible thereafter.
- The remaining 10 ECTS for study abroad will be awarded for the completion of such reports, assignments and/or presentations as determined by the Programme Director
- Students will be awarded 30 credits for completing a minimum of 12 weeks work placement, together with the satisfactory completion of such reports, assignments and/or presentations as determined by the Programme Director.

**Model 3: Full year Work Placement**

- The full year work placement students will be awarded 60 credits for completing a minimum of 24 weeks work placement, which will normally include a period of work abroad, together with the satisfactory completion of such reports, assignments and/or presentations as determined by the Programme Director.

**Arrangements for Repeats**

1. Where the required number of credits for study abroad are not achieved, students will normally attempt resits in the host University, where available.
2. In extenuating circumstances, at the discretion of the School of Business and Economics, make up work will be given to those students up to a maximum of 5 ECTS per semester, with 5 ECTS equivalent to 1,500 word essay. Make-up work is to be completed with a deadline of January of final year.
3. If a student fails to achieve 60 credits for the year, students are de-registered from the Bachelor Commerce (Global Experience) and registered in final year of the regular Bachelor of Commerce degree.

# BACHELOR OF COMMERCE (including GLOBAL EXPERIENCE)

## Final Year Streams

## (3BC1, 4BC8 & 4BC9)

Students must pass modules to a total of 60 ECTS credits

**The 60 ECTS credits must be derived in the following way:**

(a) 20 ECTS obligatory for all students:

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| EC423 | Ireland in the Global Economy | 5 | Semester I |
| MG3120 | Ethical, Responsible and Sustainable Business | 5 | Semester I |
| MG3119 | Strategy | 5 | Semester II |
| MG3109 | Innovation: Creativity & Enterprise | 5 | Semester II |

(a) Students must select one of the streams listed below and pass modules to a total of 25 ECTS in that stream.
**Accounting & Performance Measurement; Economics & Public Policy; Marketing Management; Human Resource Management; Digital Business & Analytics; Finance; Business Law; International Business; Enterprise; Management.**

(b) Make up the remaining 15 ECTS from the list of elective modules.

***STREAMS (FINAL YEAR)***

## ACCOUNTING & PERFORMANCE MEASUREMENT (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *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 Financial 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 |

## ECONOMICS & PUBLIC POLICY (25 ECTS)

The following are the obligatory modules for the stream:

**ECONOMICS & PUBLIC POLICY (25 ECTS)**

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| EC3101 | Microeconomics and Public Policy | 5 | Semester I |
| EC3102 | Macroeconomics and Public Policy | 5 | Semester II |

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

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| EC3105 | Econometrics | 5 | Semester I |
| EC345 | Health Economics | 5 | Semester I |
| EC369 | Money and Banking | 5 | Semester I |
| EC388 | Environmental and Natural Resource Economics | 5 | Semester I |
| EC3100 | Economics and Philosophy | 5 | Semester II |
| EC3106 | Behavioral Finance | 5 | Semester II |
| EC357 | Development Economics | 5 | Semester II |
| EC362 | Economics of Financial Markets | 5 | Semester II |
| EC386 | Public Economics | 5 | Semester II |
| EC429 | Marine Economics | 5 | Semester II |

*Prerequisites: Students* wishing to pursue postgraduate studies in Economics are advised to take EC3105 Econometrics.

*All of these options may not be available each year*

## MARKETING MANAGEMENT (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| MK3101 | Cases in Marketing Strategy | 5 | Semester I |
| MK3104 | Marketing Strategy | 5 | Semester I |
| MK3105 | Marketing Analytics | 5 | Semester II |
| MK3103 | Digital Marketing Planning | 5 | Semester II |
| MK303 | Global Marketing | 5 | Semester II |

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

| *Code* | *Title* | *ECTS* | *Semester* |
|---|---|---|---|
| MK3107 | Customer Experience Design | 5 | Semester I |
| MK314 | Media & Marketing Communications | 5 | Semester I |
| MK341 | Brand Management | 5 | Semester II |

## HUMAN RESOURCE MANAGEMENT (25 ECTS)

The following are the obligatory modules for the stream:

| *Code Module* | *ECTS* | *Semester* |
|---|---|---|
| MG3123 Critical Human Resource Management | 5 | Semester I |
| MG3124 Human Resource Management: Global Practice | 5 | Semester I |
| MG3122 Future of Work | 5 | Semester II |
| MG326 Employee Relations: Rights And Obligations | 5 | Semester II |
| MS222 Decision Modelling and Analytics | 5 | Semester II |

Additional Human Resource Management modules (which are optional within the stream):

| *Code* | *Title* | *ECTS* | *Semester* |
|---|---|---|---|
| MG323 | International Business | 5 | Semester II |

## DIGITAL BUSINESS & ANALYTICS (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| MS218 | Database Technologies | 5 | Semester I |
| MS414 | Business Intelligence and Analytics | 5 | Semester I |
| MS222 | Decision Modelling and Analytics | 5 | Semester II |
| MS4101 | Implementing Digital Innovation | 5 | Semester II |
| MS319 | Enterprise Systems | 5 | Semester II |

***Additional Digital Business and Analytics modules*** (which are optional within the stream):

| | | | |
|---|---|---|---|
| MS325 | Contemporary Project Management | 5 | Semester I |

## FINANCE (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* | *Prerequisites* |
|---|---|---|---|---|
| EC369 | Money and Banking | 5 | Semester I | |
| AY308 | Taxation I | 5 | Semester I | |
| MG3111 | Entrepreneurial Finance | 5 | Semester I | Business Finance 1 |
| AY314 | Business Finance II | 5 | Semester II | Business Finance I |
| EC362 | Economics of Financial Markets | 5 | Semester II | |

***Additional Finance modules*** (which are optional within the stream):

| | | | | |
|---|---|---|---|---|
| AY319 | Taxation II | 5 | Semester II | Taxation I |

## BUSINESS LAW (25 ECTS)

Students can elect modules from the list for the stream:

| *Code* | *Module* | *ECTS* | *Semester* | *Prerequisites* |
|---|---|---|---|---|
| LW427 | European Union Law I | 5 | Semester I | Bus. Law I & Bus. Law II |
| LW428 | European Union Law II | 5 | Semester II | European Union Law I |
| LW229 | Company Law I | 5 | Semester I | Bus. Law I & Bus. Law II |
| LW231 | Company Law II | 5 | Semester II | Company Law I |
| LW3159 | Lawyering, Technology and Innovation | 5 | Semester II | Bus. Law I & Bus. Law II |
| LW3152 | Law and Analytics | 5 | Semester II | Bus. Law I & Bus. Law II |
| LW423 | Advanced Business Law | 5 | Semester 1 | Bus. Law I & Bus. Law II |
| LW356 | Industrial & Intellectual Property Law | 5 | Semester 1 | Bus. Law I & Bus. Law II |
| LW383 | Information Technology Law | 5 | Semester 1 | Bus. Law I & Bus. Law II |
| LW333 | Comparative Competition Law | 5 | Semester 1 | Bus. Law I & Bus. Law II |
| LW364 | International Trade Law | 5 | Semester II | Bus. Law I & Bus. Law II |

*All of these options may not be available each year*

## INTERNATIONAL BUSINESS (25 ECTS)

The following are the obligatory modules for the stream:

| **Code** | **Module** | **ECTS** | **Semester** | **Prerequisites** |
|---|---|---|---|---|
| MG3124 | Human Resource Management: Global Practice | 5 | Semester I | |
| MS414 | Business Intelligence and Analytics | 5 | Semester I | |
| MG323 | International Business | 5 | Semester II | |
| EC357 | Development Economics | 5 | Semester II | |
| MK303 | Global Marketing | 5 | Semester II | |

## ENTERPRISE (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* | *Prerequisites* |
|---|---|---|---|---|
| MG3113 | Megatrends | 5 | Semester I | |
| MG3111 | Entrepreneurial Finance | 5 | Semester I | Business Finance 1 |
| MS222 | Decision Modelling and Analytics | 5 | Semester II | |
| MG3125 | Entrepreneurial Leadership and Management:Startup to Scaleup | 5 | Semester II | |
| MG3114 | Founder Selling | 5 | Semester II | |

## MANAGEMENT (25 ECTS)

The following are the obligatory modules for the stream:

| *Code* | *Module* | *ECTS* | *Semester* | *Prerequisites* |
|---|---|---|---|---|
| MG3124 | Human Resource Management: Global Practice | 5 | Semester I | |
| MG3126 | Supply Chain Management | 5 | Semester I | |
| MS222 | Decision Modelling and Analytics | 5 | Semester II | |
| MG3125 | Entrepreneurial Leadership and Management:Startup to Scaleup | 5 | Semester II | |
| MG323 | International Business | 5 | Semester II | |

# ***ELECTIVES AVAILABLE IN SEMESTER I***

| ***Code*** | ***Module*** | ***ECTS*** | ***Prerequisites*** |
|---|---|---|---|
| AY325 | Int. Fin. Reporting II | 5 | |
| AY321 | Management Accounting II | 5 | Mgmt. Acc. I |
| EC3101 | Microeconomics and Public Policy | 5 | |
| EC3105 | Econometrics | 5 | |
| EC369 | Money and Banking | 5 | |
| EC345 | Health Economics | 5 | |
| EC388 | Environmental and Natural Resource Economics | 5 | |
| MS414 | Business Intelligence and Analytics | 5 | |
| MS3110 | The Future of Technology in Work and Society I | 5 | |
| MS321 | Web & Interactive Media Design | 5 | |
| MG3124 | Human Resource Management: Global Practice | 5 | |
| MG3126 | Supply Chain Management | | |
| MK3107 | Customer Experience Design | 5 | |
| MK314 | Media & Marketing Communications | 5 | |
| LW229 | Company Law I | 5 | |
| LW333 | Comparative Competition Law | 5 | Bus. Law I & Bus. Law II |
| LW3159 | Lawyering, Technology and Innovation | 5 | Bus. Law I & Bus. Law II |
| LW383 | Information Technology Law | 5 | Bus. Law I & Bus. Law II |
| LW423 | Advanced Business Law | 5 | Bus. Law I & Bus. Law II |
| LW427 | European Union Law I | 5 | |
| CI300 | Doing Business in China – Lang. & Culture I | 5 | |
| MG3111 | Entrepreneurial Finance | 5 | Business Finance 1 |
| MG3113 | Megatrends | 5 | |
| ST311 | Applied Statistics 1 | 5 | ST2120 or ST2217 |
| IE309 | Operations Research | 5 | |

## ***ELECTIVES AVAILABLE IN SEMESTER 2***

| ***Code*** | ***Module*** | ***ECTS*** | ***Prerequisites*** |
|---|---|---|---|
| AY314 | Business Finance II | 5 | Bus. Finance 1 |
| AY322 | Management Accounting III | 5 | Management Accounting II |
| AY326 | Int. Fin. Reporting III | 5 | Int. Fin. Rep. II |
| EC3102 | Macroeconomics and Public Policy | 5 | |
| EC357 | Development Economics | 5 | |
| EC362 | Economics of Financial Markets | 5 | |
| EC386 | Public Economics | 5 | |
| EC3100 | Economics and Philosophy | 5 | |
| EC429 | Marine Economics | 5 | |
| EC3106 | Behavioural Economics | 5 | |
| MS4101 | Implementing Digital Innovation | 5 | |
| MS319 | Enterprise Systems | 5 | |
| ME353 | Quality Systems | 5 | |
| MG3122 | Future of Work | 5 | |
| MG323 | International Business | 5 | |
| MK303 | Global Marketing | 5 | |
| MK341 | Brand Management | 5 | |
| LW428 | European Union Law II | 5 | European Union Law I |
| LW231 | Company Law II | 5 | Company Law I |
| LW364 | International Trade Law | 5 | Bus. Law I & Bus. Law II |
| LW3152 | Law and Analytics | 5 | Bus. Law I & Bus. Law II |
| LW356 | Industrial And Intellectual Property Law | 5 | Bus. Law I & Bus. Law II |
| MG3125 | Entrepreneurial Leadership and Management : Startup to Scaleup | 5 | |
| MG3114 | Founder Selling | 5 | |
| CI300 | Doing Business in China - Language & Culture I | 5 | |
| CI301 | Doing Business in China – Lang. & Culture II | 5 | Lang. & Cult. I |
| ST312 | Applied Statistics 2 | 5 | ST2120 or ST2217 |

## BACHELOR OF COMMERCE INTERNATIONAL

**B.Comm. International (French)**
**B. Comm. International (German)**
**B. Comm. International (Spanish)**
**B. Comm. International (Italian)**

***Final Year***

Obligatory Modules

**Semester I**

| | | |
|---|---|---|
| EC423 | Ireland in the Global Economy | 5 |
| | Language (French, German, Spanish, Italian) | 5 |

**Semester II**

| | | |
|---|---|---|
| MG3119 | Strategy | 5 |
| MG3109 | Innovation: Creativity & Enterprise | 5 |
| | Language (French, German, Spanish, Italian) | 15 |

In addition, students must select elective modules to a total credit weighting of 20 ECTS from the list of Semester I and II electives.

## BACHELOR OF COMMERCE GAEILGE

***Final Year***

Obligatory Modules

**Semester I**

| | | |
|---|---|---|
| EC423 | Ireland in the Global Economy | 5 |
| MG3120 | Ethical, Responsible and Sustainable Business | 5 |
| NG259 | An Nualitríocht I | 5 |

**Semester II**

| | | |
|---|---|---|
| MG3119 | Strategy | 5 |
| MG3109 | Innovation: Creativity & Enterprise | 5 |
| NG262 | Tanga agus Pobal I | 5 |
| NG364 | Litríocht na Gaeilge II | 5 |
| GA4111 | Gaeilge & Scileanna Cumarsáide | 5 |

In addition, students must select elective modules to a total credit weighting of 20 ECTS from the list of Semester I and II electives.

# BACHELOR OF COMMERCE (INTERNATIONAL EXPERIENCE)

**Programme Specific Regulations**

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 year is optional. Interested students must apply to the School of Business and Economics in their second year, by a date to be specified. The students selected would spend their third year abroad in placement 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 and Economics will determine both the selection of students and the particular university at which the student will spend time 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 School of Business and Economics. Performance in examinations taken abroad will be integrated with 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/placement)
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 and presenting for such additional examinations and/or other exercises as determined by the School of Business and Economics.

**Final Year**

Students must pass modules to a total of 60 ECTS credits:

**The 60 ECTS credits must be derived in the following way:**

(A) 20 ECTS obligatory for all students

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| EC423 | Ireland in the Global Economy | 5 | Semester I |
| MG3120 | Ethical, Responsible and Sustainable Business | 5 | Semester I |
| MG3119 | Strategy | 5 | Semester II |
| MG3109 | Innovation: Creativity & Enterprise | 5 | Semester II |

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

Accounting and Performance Measurement Stream
Economics and Public Policy stream
Business Law Stream
Human Resource Management
Marketing Management Stream
Digital Business and Analytics Stream
Finance Stream
International Business Stream
Enterprise Stream

(C) Make up the remaining 15 ECTS credits either from options from the additional modules listed from the same stream or from the list of elective modules.

# BACHELOR OF COMMERCE INTERNATIONAL

## B.Comm. International

## (French) B.Comm.

## International (German)

## B.Comm. International

## (Spanish)

## Specific Programme Regulations

1. A minimum entry requirement is the achievement of H5 in two subjects and passes in four other subjects at O6/H7 level in the Leaving Certificate, including: Irish, English, another language, Mathematics and any two other subjects recognised for entry purposes. For GY202 – H4 in French is required. For GY203 – H5 in German is required. For GY204 – H4 in a modern European language other than Irish or English.

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.

Pass by compensation is not permitted in the following modules: SH102, SH140, GR140, GR141, FR105, IT105, SH212, SH216, SH355, SH358.II, GR222, GR223, GR355, GR356, FR255, FR256, FR355, FR356, IT334, IT341

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

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

**Schedule of Modules**

## First Year

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| AY104 | Introduction to Financial Accounting | 5 | Semester 1 |
| AY105 | Introduction to Management Accounting | 5 | Semester 2 |
| EC139 | Principles of Microeconomics | 5 | Semester1 |
| EC141 | Principles of Macroeconomics | 5 | Semester 2 |
| MA119 | Mathematics for Business | 5 | Semester 1 |
| ST1109 | Introductory Statistics for Business | 5 | Semester 2 |
| MS120 | Business Information Systems | 5 | Semester 1 |
| MS1100 | Information Management for Business | 5 | Semester 2 |

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| MG3116 | Management: Enterprise and Society | 5 | Semester 1 |
| MK3106 | Introduction to Marketing | 5 | Semester 2 |
| FR105 | French | 10 | Semester 1&2 |
| **or** | | | |
| GR141 | German Language I (Advanced) | 10 | Semester 1&2 |
| **or** | | | |
| GR140 | German Language I (Beginners) | 10 | Semester 1&2 |
| **or** | | | |
| SH140 | Spanish Language I (Intermediate) | 10 | Semester 1&2 |
| **or** | | | |
| SH102 | Spanish Language I (Beginners) | 10 | Semester 1&2 |

**Total credit units required: 60**

## Second Year

## Semester I

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY207 | Management Acc. I | 5 ECTS |
| EC2100 | Applied Microeconomics for Business | 5 ECTS |
| ST2120 | Inferential Statistical Methods for Business | 5 ECTS |
| MG3121 | Leading Individuals, Teams and Projects | 5 ECTS |
| MK206 | Consumer Behaviour | 5 ECTS |
| Language (French, German, or Spanish) | | 5 ECTS |

## Semester II

| | |
|---|---|
| AY208 Business Finance I | 5 ECTS |
| **or** | |
| MG3118 HRM and Decent Work | 5 ECTS |
| EC2101 Macroeconomics and the Business Environment | 5 ECTS |
| **or** | |
| LW190 Business Law 1 | 5 ECTS |
| Language (French, German, or Spanish) | 15 ECTS |

In addition, students must select **one** module from the following list of options each of which is valued at 5

ECTS:

| *Code.* | *Module* |
|---|---|
| AY209 | International Financial Reporting I (Semester II) |
| EC259 | Economics of Public Policy (Semester II) |
| | **or** |
| EC247 | Introduction to Financial Economics (Semester II) |
| ST2218 | Advanced Statistical Methods for Business (Semester II |
| MG2101 | Entrepreneurial Venture Development (Semester II) |
| MK2102 | Marketing & Sustainability (Semester II) |
| MS117 | Information Systems and Project Management (Semester II) |
| BSS2104 | Introduction to Sustainability (Semester II) |
| MG3117 | Intercultural Encounters (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 J.E. Cairnes School of Business and Economics, University of Galway.

## Final Year

Obligatory Modules

| ***Semester I*** | | *ECTS* |
|---|---|---|
| EC423 | Ireland in the Global Economy | 5 |
| | Language (French, German, or Spanish) | 5 |
| ***Semester II*** | | |
| MG3119 | Strategy | 5 |
| MG3109 | Innovation: Creativity & Enterprise | 5 |
| | Language (French, German or Spanish) | 15 |

In addition, students must select optional modules from the modules as listed in the subject streams and/or list of electives found in thE final year of BComm.

**Outline of Language provision**

Studies in French, German, Spanish 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.

# BACHELOR OF COMMERCE GAEILGE

## General

Candidates for the Degree of Bachelor of Commerce Gaeilge shall be required to pass the University examinations of the First, Second, Third 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.

## Programme Specific Regulations

1. Minimum Grade H5 in two subjects and passes in four other subjects at O6/H7 level in the Leaving Certificate, including Gaeilge, English, another language, Mathematics and any two other subjects recognised for entry purposes. A H5 in Gaeilge is also a requirement.

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 CAO points of entry for the B.Comm. programme. A decision on transfer arrangements will be made by the JE Cairnes School of Business and Economics.

3. The Marks and Standards for the B.Comm. shall apply except that **Semester 2 in Third Year** (Taithí Oibre) will operate on a 'pass'/ 'fail' basis.

Pass by compensation is not permitted in the following modules: Gaeilge & Cumarsáid 1, 2, 3, 4, 5, Bunscileanna Aistriúchán 1, 2 and Teanga an Ghnó. Students may not compensate in the Irish modules from results in the Commerce modules.

4. 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.

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

## Schedule of Modules

## First Year

| *Code* | *Module* | *ECTS* | *Semester* |
|---|---|---|---|
| AY104 | Introduction to Financial Accounting | 5 ECTS | Semester 1 |
| AY105 | Introduction to Management Accounting | 5 ECTS | Semester 2 |
| EC139 | Principles of Microeconomics | 5 ECTS | Semester 1 |
| EC141 | Principles of Macroeconomics | 5 ECTS | Semester 2 |
| MA119 | Mathematics for Business | 5 ECTS | Semester 1 |
| ST1109 | Introductory Statistics for Business | 5 ECTS | Semester 2 |
| MS120 | Business Information Systems | 5 ECTS | Semester 1 |
| MS1100 | Information Management for Business | 5 ECTS | Semester 2 |
| MG3116 | Management: Enterprise and Society | 5 ECTS | Semester 1 |
| MK3106 | Foundations of Marketing Thought | 5 ECTS | Semester 2 |
| GA191 | Gaeilge & Scileanna Cumarsáide 1 | 5 ECTS | Semester 1 |
| GA192 | Gaeilge & Scileanna Cumarsáide 2 | 5 ECTS | Semester 2 |

**Total credit units required: 60**

## Second Year

### Semester I

| | | ECTS |
|---|---|---|
| AY207 | Management Acc. I | 5 |
| EC2100 | Applied Microeconomics for Business | 5 |
| ST2120 | Inferential Statistics for Business | 5 |
| MG3121 | Leading Individuals, Teams and Projects | 5 |
| MK206 | Consumer Behaviour | 5 |
| GA2111 | Gaeilge & Scileanna Cumarsáide 3 | 5 |
| LN105 | Bunscileanna Aistriúcháin 1 | 5 |

| **Semester II** | | ECTS |
|---|---|---|
| AY208 | Business Finance I | 5 |
| **or** | | |
| MG3118 | HRM and Decent Work | 5 |
| EC2101 | Macroeconomics and the Business Environment | 5 |
| **or** | | |
| LW190 | Business Law 1 | 5 |
| GA2112 | Teanga an Ghnó | 5 |
| GF306 | Dlí, Eiticí & an Córas Poiblí | 5 |
| LN105 | Bunscileanna Aistriúcháin 1 | 5 |

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

AY209 International Financial Reporting I (Semester 2)
EC259 Economics of Public Policy (Semester 2)
**or**
EC247 Introduction to Financial Economics (Semester 2)
ST2218 Advanced Statistical Methods for Business (Semester 2)
MG2101 Entrepreneurial Venture Development (Semester 2)
MK2102 Marketing & Sustainability (Semester 2)
MS2100 Cybersecurity (Semester 2)
MG3117 Intercultural Encounters (Semester 2)

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

## Third Year

Year 3 will be divided between a 30 ECTS internship programme in an Irish-speaking environment and 30 ECTS of Irish-medium studies at University of Galway Gaeltacht campus at An Cheathrú Rua.

**Seimeastar 1**:

- GA3101 Bunscileanna Aistriúcháin 2 5
- GA3102 Córais Faisnéise & Feidhmchláir don Ghnó 5
- GA3103 Scileanna Tionscadail agus Fiontraíochta 5
- GA3111 Gaeilge & Scileanna Cumarsáide 4 5
- GF306 Dlí, Eiticí agus an Córas Poiblí 5
- GA209 Inniúlachtaí Gairmeacha 5

**Seimeastar 2:** GA3104 Taithí Oibre 30

## Final Year

**Obligatory Modules**

| **Semester I** | | |
|---|---|---|
| EC423 | Ireland in the Global Economy | 5 |
| NG2101 | An Gearrscéal sa Ghaeilge | 5 |
| MG3120 | Ethical, Responsible and Sustainable Business | 5 |

| **Semester II** | | |
|---|---|---|
| MG3119 | Strategy | 5 |
| MG3109 | Innovation, Creativity & Enterprise | 5 |
| NG2109 | Téamaí I Nualfhilíocht na Gaeilge | 5 |
| NG363 | Litríocht na Gaeilge 1200-1900 II | 5 |
| GA4111 | Gaeilge & Scileanna Cumarsáide 5 | 5 |

In addition, students must select optional modules with a minimum credit weighting of 20 ECTS credits from the modules as listed in the subject streams and/or list of electives; modules chosen from outside the list of electives must come from a single subject stream.

6. **LANGUAGE MODULES OF THE PROGRAMME** The language modules of the programme are designed to meet the requirements of the Teaching Council with regard to registration as a qualified post-primary teacher of Gaeilge.[1]

[1] **TEACHING COUNCIL REQUIRMENTS:** The study of Irish during the degree must show that the holder has acquired sufficient knowledge, skills and understanding to teach the Irish syllabus to the highest level in post-primary education (see www.curriculumonline.ie). To meet this requirement the degree must include the study of: (a) Irish Language Studies and (b) Irish Literature The degree must incorporate the study of Literature through the medium of Irish comprising of at least 20 ECTS credits and should incorporate at least two of the following areas: i. Poetry ii. Prose iii. Media/Film Studies iv. Drama. Applicants must have verifiable esidential experience of at least two months in an area designated as a Gaeltachtar

# BACHELOR OF COMMERCE 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.

## First Year:

Course Modules for First Year.

**Semester I**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| EC139 | Principle of Microeconomics | 5 |
| AY130 | Financial Reporting | 5 |
| MS120 | Business Information Systems | 5 |
| MA119 | Mathematics for Business | 5 |
| MG3116 | Management: Enterprise and Society | 5 |
| MG3107 | Skills for Success | 5 |

**Semester II**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| EC141 | Principles of Macroeconomics | 5 |
| AY120 | Accounting | 5 |
| MS1100 | Information Management for Business | 5 |
| ST1120 | Data Science for Business Analytics I | 5 |
| MK3106 | Introduction to Marketing | 5 |
| LW190 | Business Law I | 5 |
| | **Total ECTS** | **60** |

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

## Second Year

**Semester I**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| ST2120 | Data Science for Business Analytics II | 5 |
| AY207 | Management Accounting I | 5 |
| MG3108 | Skills for Business | 5 |
| AY308 | Taxation I | 5 |
| AY325 | International Financial Reporting II | 5 |
| EC2100 | Applied Microeconomics for Business | 5 |

**Semester II**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY326 | International Financial Reporting II | 5 |
| AY208 | Business Finance I | 5 |
| AY324 | Auditing, Assurance & Governance | 5 |
| LW290* | Business Law II (prerequisite is LW190 Business Law I) | 5 |
| EC2101 | Macroeconomics in the Business Environment | 5 |
| MS2101 | Managing Digital Transformation | 5 |
| | **Total ECTS** | **60** |

## Third Year

**Semester I**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY3100 | Advanced Principles in Accounting & Financial Reporting | 5 |
| AY321 | Management Accounting II | 5 |
| LW423 | Advanced Business Law | 5 |
| | **Total ECTS** | **15** |

**Three electives from the following (subject to timetabling constraints)**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY327 | Accounting Internship | 5 |
| EC3101 | Microeconomics and Public Policy | 5 |
| EC423 | Ireland in the Global Economy | 5 |
| EC3105 | Econometrics | 5 |
| EC369 | Money and Banking | 5 |
| EC345 | Health Economics | 5 |
| IE309 | Operations Research | 5 |
| LW333 | Comparative Competition Law | 5 |
| LW356 | Industrial and Intellectual Property Law | 5 |
| MS414 | Business Intelligence & Analytics | 5 |
| MS3110 | The Future of Technology in Work and Society I | 5 |
| MS325 | Contemporaty Project Management | 5 |
| MK206 | Consumer Behaviour | 5 |
| MK3107 | Customer Experience Design | 5 |
| MG3124 | Human Resource Management: Global Practice | 5 |
| MG3121 | Leading Individuals, Teams and Projects | 5 |
| MK314 | Media & Marketing Communications | 5 |
| LW427 | European Law I | 5 |
| ST311 | Applied Statistics I | 5 |
| CI3100* | Doing Business in China – Language & Culture I | 5 |

**Semester II**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY322 | Management Accounting III | 5 |
| AY314 | Business Finance II | 5 |
| MG3109 | Innovation: Creativity and Enterprise | 5 |
| AY319 | Taxation II | 5 |

**Two electives from the following (subject to timetabling constraints)**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY3104 | Clinical Taxation | 5 |
| EC362 | Economics of Financial Markets | 5 |
| EC386 | Public Economics | 5 |
| EC3102 | Macroeconomics & Public Policy | 5 |
| EC3100 | Economics and Philosophy | 5 |
| MK303 | Global Marketing | 5 |
| EC3106 | Behavioral Finance | 5 |
| MK341 | Brand Management | 5 |
| MS319 | Enterprise Systems | 5 |
| MG2101 | Entreprenurial Venture Development | 5 |
| MG323 | International Business | 5 |
| MG3102 | Work in a Global Context | 5 |
| LW428 | European Union Law II | 5 |
| LW364 | International Trade Law | 5 |
| LW383 | Information Technology Law | 5 |
| LW374 | Banking Law | 5 |
| ME353 | Quality Systems | 5 |
| ST312 | Applied Statistics II | 5 |
| CI3101* | Doing Business in China – Language & Culture II (prerequisite Lang. & Cult I) | 5 |

*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

**Syllabi listed hereunder, in addition to syllabi for the First, Second and Final Years of the Bachelor of Commerce degree programmes.**

First Year

*AY120 - Accounting*
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. It is delivered in conjunction with AY105 Introduction to Management Accounting. In addition, students taking AY120 will complete an additional topic on the Interpretation of Financial Statements.

*AY130 - Financial Reporting*
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context and to introduce the environment and practice of financial reporting.

EC139 - Principles of Microeconomics
This is an introductory Microeconomics module. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of Microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and you will become familiar with different types of market structures, such as monopoly and perfect competition.

Second Year

*AY324 - Auditing, Assurance & Governance*
The objective of this course is to develop the student's understanding of the role and function of auditing and assurance services and basic audit processes, to explore the concept and practical expression of good corporate governance and business ethics and to examine the broader discourse on corporate social responsibility.

Final Year

*AY3100 - Advanced Principles in Auditing & Reporting*
This module is compulsory for final year students on the B. Comm. (Accounting) programme. This course will provide students with a deeper practical understanding of concepts of value in financial reporting and auditing.

*AY327 - Accounting Internship*
The objective of this module is to develop the student's understanding of the roles and function of accounting professionals in practice. Through the practical experience of working in a professional accounting business environment, students will be challenged to develop a critical self awareness of their skills and importantly their key personal attributes that together inform what it is to be an effective professional. Importantly students will be expected to develop an awareness not just of their abilities but crucially where they need to focus in order to address skill gaps and to recognise how their personal attributes impact on their professional effectiveness.

AY3104 - Clinical Taxation
This Clinical Taxation module allows students to gain valuable real world experience of tax matters. It provides students with opportunities to engage with regional schools and the wider community about taxation, and to put theory into practice in Tax Clinic consultations. Students will have the opportunity to lead interactive activities for senior cycle secondary school students, as well as communicate tax information and education to taxpayers more widely in a range of formats. In the Tax Clinic, students will have the opportunity to deal with clients from the student population and regional community groups, under the guidance of experienced tax practitioners and the module lecturers. Through the immersive experience of this module, students will gain valuable professional knowledge and skills, and the opportunity to increase tax awareness, and leverage their tax knowledge for the public good.

## BACHELOR OF COMMERCE ACCOUNTING (GLOBAL 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.

## Fourth Year:

**Semester I**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY3100 | Advanced Principles in Auditing and Financial Reporting | 5 |
| AY321 | Management Accounting II | 5 |
| LW423 | Advanced Business Law | 5 |
| | **Total ECTS** | **15** |

In addition, students must select three optional courses with a combined credit weighting of 15 ECTS from the modules listed in the 3rd year Semester I electives.

**Semester II**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY322 | Management Accounting III | 5 |
| AY319 | Taxation II | 5 |
| AY314 | Business Finance II | 5 |
| MG3109 | Innovation: Creativity and Enterprise | 5 |
| | **Total ECTS** | **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.

# 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 with 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.

## Programme Specific 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:

### Year 1 / 60 ECTS / Semester 1

| **Core** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG524 | Management (Approved) | 5 |
| AY104 | Introduction to Financial Accounting (Approved) | 5 |
| MS113 | Information Systems Technology (Approved) | 5 |
| EC139 | Principles of Microeconomics (Approved) | 5 |
| MS111 | Business Application Development I (Approved) | 5 |
| MS115 | Business Information Systems (Approved) | 5 |

### Year 1 / 60 ECTS / Semester 2

| **Core** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS3105 | Philosophy, Theory and Research Methods in IS (Approved) | 5 |
| MS2100 | Cybersecurity (Approved) | 5 |
| EC141 | Principles of Macroeconomics (Approved) | 5 |
| MS114 | Business Systems Design & Implementation (Approved) | 5 |
| MS112 | Business Application Development II (Approved) | 5 |
| AY105 | Introduction to Management Accounting (Approved) | 5 |

**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 Study Abroad Programme in Third Year*
Students may be eligible to engage in a study abroad programme available in semester one of third year. 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 University of Galway based on examination performance in the host University.

*3 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 in semester two of third year. Students are required to satisfactorily complete the PEP requirements including a work experience period of 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.

## Year 2 / 60 ECTS / Semester 1

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MK204 | Marketing Principles (Approved) | 5 |
| MG3108 | Skills for Business (Approved) | 5 |
| AY207 | Management Accounting I (Approved) | 5 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS325 | Contemporary Project Management (Approved) | 5 |
| BSS2103 | Introduction to Sustainability 1 (Approved) | 5 |
| MS321 | Web & Interactive Media Design (Approved) | 5 |
| MS220 | Advanced Application Development I (Approved) | 5 |
| MS218 | Database Technologies (Approved) | 5 |

## Year 2 / 60 ECTS / Semester 2

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MA208 | Quantitative Techniques for Business (Approved) | 5 |
| AY208 | Business Finance I (Approved) | 5 |
| MS221 | Advanced Application Development II (Approved) | 5 |
| MS319 | Enterprise Systems (Approved) | 5 |
| MS4101 | Implementing Digital Innovation (Approved) | 5 |
| MS2101 | Managing Digital Transformation (Approved) | 5 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS3109 | Advanced Database Technologies (Approved) | 5 |
| MS3108 | E Business Technologies (Approved) | 5 |
| MS222 | Decision Modelling and Analytics (Approved) | 5 |
| MS3106 | Data Networks and Communications (Approved) | 5 |
| MS3107 | Systems Analysis (Approved) | 5 |

## Year 3 / 60 ECTS / Semester 1

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS3112<br>MS3113 Part 1 (GNA) | Global Experience (Approved)<br>Professional Experience (Approved) | 30 |

## Year 3 / 60 ECTS / Semester 2

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS3114<br>MS3113 Part 2 (GNA) | Professional Experience (Approved)<br>Professional Experience (Approved) | 30 |

## Year 4 / 60 ECTS / Semester 1

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MK314 | Media & Marketing Communications (Approved) | 5 |
| CI300 | Doing Business in China - Language & Culture 1 (Approved) | 5 |
| IE309 | Operations Research (Approved) | 5 |
| EC2100 | Applied Microeconomics for Business (Approved) | 5 |
| MG3113 | Megatrends (Approved) | 5 |
| MG3120 | Ethical, Responsible and Sustainable Business (Approved) | 5 |
| MG3126 | Supply Chain Management (Approved) | 5 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MS3110 | The Future of Technology in Work and Society I (Approved) | 5 |
| MS323 | User Experience Design (Approved) | 5 |
| MS414 | Business Intelligence and Analytics (Approved) | 5 |

## Year 4 / 60 ECTS / Semester 2

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| CI301 | Doing Business in China - Language & Culture 2 (Approved) | 5 |
| MK303 | Global Marketing (Approved) | 5 |
| MG2101 | Entrepreneurial Venture Development (Approved) | 5 |
| MG3109 | Innovation, Creativity and Enterprise (Approved) | 5 |
| MS324 | Lean Principles for the IS Professional (Approved) | 5 |
| MG3119 | Strategy (Approved) | 5 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG3122 | Future of Work (Approved) | 5 |
| MS3111 | The Future of Technology in Work and Society II (Approved) | 5 |
| MS405 | Project (Approved) | 10 |

## Course Syllabii

***AY104 - Introduction to Financial Accounting***
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. The course will provide a good basic foundation in Financial Accounting for both students who do not intend to specialise in Accounting and those who will progress to more advanced study of accounting in the future.

***AY105 - Introduction to Management Accounting***
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. The course will provide a good basic foundation in Management Accounting for both students who do not intend to specialise in accounting and those who will progress to more advanced study of accounting in the future.

***EC139 - Principles of Microeconomics***
This is an introductory Microeconomics module. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of Microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and you will become familiar with different types of market structures, such as monopoly and perfect competition.

***EC141 - Principles of Macroeconomics***
Macroeconomics is concerned with the behaviour of the economy as a whole and considers aggregate economic variables such as national output, 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.

***MS110 - 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); structured analysis and design techniques, e.g. decision tables, dataflow diagrams, systems design.

***MS111 - Business Application Development I***
The objective of this course is to initiate and develop the knowledge and skills required to develop business software applications. The focus is on individual skills development and competence in software application development.

***MS112 - Business Application Development II***
Building directly upon Business Application Development I, the objective of this course is to further develop, build and refine the knowledge and skills required to create business software applications. The focus is on both Individual and team skills development and competence in application development.

***MS113 - Information Systems Technology***
The objective of this course is to provide students with an introduction to information systems and their underlying technologies. Students are introduced to computers and technology, how this technology is used in business, and some of the societal implications of computers and related technology. Students will be given an insight into the use of information technology and information systems in business.

***MS114 - Business Systems Design and Implementation***
The objective of this course is to develop in students an understanding of the concepts, skills and techniques required to become an effective systems analyst from systems design through to development and testing along with an appreciation of agile systems development methodologies.

***MS115 - 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.

***MS119 - Business Data Communications***
The objective of this course is to develop in students an understanding of the fundamentals of computer networks and communications essential to the information systems technologies. The course presents the technical foundations of networking and business data communications relating them to the business environment.

***MS3105 - Philosophy, Theory and Research Methods in IS***
The objective of this course is to develop in students an introductory understanding of philosophy (especially ethics) underpinning Information Systems (IS) research and practice, theory as it is developed and applied in IS, and Research Methods used in IS practice, all whilst learning how to find, read, cite and reference academic papers. It is thus intended as a primer for scholarly activity throughout the four year degree.

***AY207 - Management Accounting I***
The objective of the course is to build on students' knowledge of management and cost accounting techniques introduced in first year and to enable students to analyse and critically evaluate management accounting information useful for decision making, planning, control and performance measurement

***AY208 - Business Finance I***
The objective of this course is to develop the participants' understanding of the theory and practice of financial management, and to develop their skills in the application of this knowledge to financial decision-making.

***MS2100 - Cybersecurity***

This module is designed to provide business and law students with an introduction to fundamental aspects of managing cybersecurity and privacy within organisations. Students will develop an understanding of how to protect their own personal information assets as well as those of employers and clients.

***MS220 - Advanced Application Development I***
The objective of this course is to develop knowledge and competence in object-oriented programming for the business environment using the Java programming language.

***MA208 - Quantitative Techniques for Business***
In this module the following topics are covered: Descriptive Statistics, Introduction to Counting and Probability Theory, Mathematics of Finance, Matrices/Linear Algebra, Linear Programming.

***MK204 - 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.

***MS218 - 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.

***MS221 - Advanced Application Development II***
The objective of the course is to further develop your knowledge and competence in object-oriented programming for the business environment using the Java programming language.

***MS222 - 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 so they can make better decisions and gain insight into the impact various factors have on those decisions. The vehicle used for developing such models is the familiar spreadsheet. Students will learn the creative process of constructing spreadsheet models of business problems and decisions. In class and in the assignments students will apply the skills learned to real problems in their own discipline area e,g, auditing, accounting and finance, marketing, operations, engineering, and IS/IT.

***MS2101 - Managing Digital Transformation***
Digital transformation is a process that aims to improve an organisation by initiating significant changes through a combination of information, computing, communication, and connectivity technologies. Digital transformation has become a high global priority on organisational agendas. Organisations have growing expectations on digital transformations to make a strategic contribution to their business survival and success. Therefore, understanding how operations can be transformed within a shorter timeframes has become the basis of competitive advantage in many sectors of industry including the public sector. Future managers must differentiate between the key drivers and how to sustain transformations in the new digital economy. To do so, managers are also expected to identify digital transformation opportunities by leveraging digital and analytical technologies to create new or modify business processes, culture, customer experiences, and workplaces to meet continuously evolving business and market requirements.

**MS3113 Professional Experience**
The objective of this course is to develop in students a range of transferable skills and competencies necessary for securing employment and succeeding in a professional work setting.

**MS3112 Global Experience**
The objective of this course is to develop in students a broad global perspective and cross-cultural awareness.

**MS3114 Professional Experience**
The objective of this course is to develop in students a range of transferable skills and competencies necessary for securing employment and succeeding in a professional work setting.

***MS319 - Enterprise Systems***
The objective of the module is to develop students' understanding of Enterprise Systems. It will look at Enterprise Systems from different perspectives: why they are used; how they are used; the different sub-systems (Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management) contained within the Enterprise Systems. It will also deal with how these systems are designed, implemented and updated.

***MS321 - Web and Interactive Media Design***
The objective of this module is to provide students with applied skills in web and multimedia design and development. Topics may include: Web and Multimedia development tools (e.g. Dreamweaver); multimedia development and production concepts; interaction design; usability; graphics development (e.g. Fireworks, Photoshop); animation; audio and video production and editing; new and emerging topics.

***MS4101 - Implementing Digital Innovation***
The objective of this module is to explore the strategy and implementation of digital innovation in contemporary business organisations.

***MG3108 - Skills for Business***
The objective of this course is to improve student employability and preparation for the workplace by developing a set of practical skills that form the basis for effective working life.

***MG524 - Management***
The course is designed as an introduction to the role of management in organisational structures. Locate the history and foundations of management thought in dimensions of modern organisations. Explain and discuss the role, functions and skills of effective management. Derive a view on how management principles are applied in a range of organisational settings to explain the role of planned change through strategy, technology and innovative process. Provide exposure to the concepts, theories and techniques on which management is based. Application of management concepts across a wide range of business settings.

***MS322 - 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 logy and database management systems; data administration; databases and business intelligence; data security; unstructured data in social networking; emerging issues.

***MS325 - Contemporary Project Management***
This module provides a comprehensive introduction to contemporary project management in an information technology/information systems context but also applicable to other contexts in which project management principles apply. This module will have contemporary IS project management and IS development methods such as agile at its heart. It will focus on the complexity inherent in IS projects and the challenges associated with scaling project management up to large projects and to the portfolio level in organisations where many projects are carried out simultaneously. MS325 aims to equip you with both the theory and practical skills necessary for the management and implementation of projects. these skills are of paramount importance to improve the performance of your personal projects and later in your professional career where you can expect to be involved in a variety of projects. The course

also aims to further your development as a scholar and future business professional by developing your ability to apply critical thinking to complex problems. The course will refine your time management and assist in your research skills. Students are expected engage in discussions and read the seminal literature in advance and present to the class on it. Case studies will also be used to supplement learning and when possible, internationally renowned experts will contribute to the lectures.

***CI300 / CI301 - 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 **prerequisite for** Language and Culture II.

***EC2100 - Applied Microeconomics for Business***
The main objective of this course is to learn how the techniques and theories of microeconomics can be used to explain how firms and consumers behave. A secondary objective is to understand when the behaviour of firms and consumers is efficient from society's perspective. The emphasis throughout the course is on problem solving.

***EC3100 - Economics and Philosophy***
This module will explore the interface between economic analysis and moral philosophy. It will show how insights and analytical tools from economics can contribute to ethics and demonstrate how an understanding of moral philosophy can improve economic analysis. Topics covered include rationality and the preferences axioms, welfare, efficiency and consequentialism, rights, theories of distributive justice, social choice theory, game theory and decision theory.

***IE309 - 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.

***MG323 - 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.

***MG2101 - Entrepreneurial Venture Development***
The aim of this module is to introduce students to the multifaceted environment of entrepreneurial venture creation and development. The module will examine what it's like to be an entrepreneur and the different approaches to becoming an entrepreneur that may be employed. While lectures will provide an introduction into the tools and approaches to entrepreneurial thinking and action that are underpinned by theory, students will have the opportunity to apply these in a real-life setting outside of class. More specifically, in groups, students will have the opportunity to work on a real case of an existing business venture; liaising with the entrepreneur/founder to gain exposure to the issues and realities of creating and developing a venture and working as an entrepreneur. As part of this exercise, student groups will also generate, research, evaluate and communicate their own entrepreneurial idea in the context of the business venture case. The module is of relevance and interest to students across disciplines; including law, engineering and science as well as business. For example, students in law and engineering can use this module to help understand and develop a business case for establishing and developing a law practice, consultancy businesses or the introduction of a new product or service to the marketplace. For business students in particular, the module provides an opportunity for students to delve more deeply into becoming an entrepreneur and applying knowledge and skills developed in other modules (e.g. marketing, management etc.).

***MG3102 - Work in a Global Context***
This module aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. The module provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. The meaning of culture is explored by drawing on a range of national cultural and institutional models and studies and providing a broad understanding of the international context in which

Multinational corporations operate. How national culture influences management practice is also considered. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices for example, in what ways do human resource management and employment practices differ across countries and why? What are the possible underlying cultural and institutional reasons for these differences? The influence of national culture on aspects of organization structure will also be examined. A range of areas in international management will be reviewed including, structure and learning networks, transfer of HRM practices in MNCs, knowledge transfer and corporate social responsibility. Finally, we consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.

***MG3119 - Strategy***
The primary objectives of this course are as follows: To provide rigorous exposure to the concepts, theories and techniques on which strategic management in the business sector is based To explore the application of strategic management concepts, theories and techniques in a wide range of business settings To examine the design, implementation and maintenance of strategic planning systems and strategic thinking

***MG3120 - Ethical, Responsible and Sustainable Business***
This module introduces students to the various principles of ethics, governance and corporate responsibility in the contemporary business environment. It is designed to inform and engage students in key ethical issues relating to management and organizations, including social, environmental and sustainability concerns. The module incorporates academic, professional and industry input.

***MK303 - 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. Students will be expected to undertake projects and case studies which will form the major course activities.

***MK314 - Media & Marketing Communications***
Organisations seek innovative ways of communicating effectively and efficiently with their target audience or public. Marketing communicators are challenged to use communication methods that break through the clutter, reach audiences with interesting and persuasive messages, enhance brand equity, drive sales and achieve strategic objectives. This course provides a contemporary view of the role and importance of marketing communications by examining the various tools within marketing communications such as advertising, public relations, sponsorship, and online media.

***MS323 - User Experience Design***
The objective of this course is to develop the students' understanding of the issues involved in designing interactive systems. The course imparts practical knowledge of the skills and techniques used to design interactive systems. The design of interactive systems relies on an understanding of the capabilities and needs of people and an understanding of the kinds of technologies available. It also relies on the ability to identify requirements and to transform them into an appropriate design. There are a wide variety of interfaces available today and it is important that interaction designers have an appreciation and understanding of these.

***MS324 - Lean Principles for the IS Professional***
The objective of this model is to develop a deep understanding of LEAN Principles as a basis for driving sustainability and transformational change that meets the needs of business stakeholders as they seek an agile and progressive response to a changing marketplace. This practical module blends theory, immersive experiential learning and industry practitioner input in a dynamic learning experience. The module will stretch and challenge participants to enhance in and develop their own problem solving, internal consultancy, and change management skills through the internalisation of LEAN Principles.

***MS3110 - The Future of Technology in Work and Society I***
This purpose of this course is to enable students become both consumers and producers of state-of-the-art research in the field of information systems. Students will be exposed to cutting edge research from the field, which they will critique and reflect upon. It aims to deepen the candidate's grasp of the theories, techniques and methods employed in emerging IS research. Participants will learn how to develop a research study and establish its relevancy for individuals, industry, or wider society.

***MS405 - 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.

***MS414 - Business Intelligence & Analytics***
The objective of this course is to examine how different business intelligence and analytical approaches can improve the performance of organisations, and to analyse the types of business problems that advanced analytical tools can address.

***MG3109 - Innovation: Creativity & Enterprise***
This course has an underlying theme of innovative practice and is designed to educate students to recognise and develop opportunities for innovation in response to organisational changes. Delivered using a blended learning approach the course combines large-class lectures, small group workshops and a group project. The course will highlight current thinking and practice with respect to innovation, creativity and enterprise.

***MG3126 – Supply Chain Management***
This module equips students with the foundational knowledge required to start managing supply chains in contemporary organisations. Following an introduction to supply chain management and its link to organisational success, students explore key aspects of managing supply chains, such as facilities, inventory, transportation, information, sourcing and pricing. This includes considering how organisations can foster more sustainable supply chains by understanding their impact on economic, environmental, and social objectives. The module also considers the management of complex supply chains in an international context.

***MS3111- The Future of Technology in Work and Society II***
This purpose of this course is to enable students become both consumers and producers of state-of-the-art research in the field of information systems. Students will be exposed to cutting edge research fro
m the field, which they will critique and reflect upon. It aims to deepen the candidate's grasp of the theories, techniques and methods employed in emerging IS research. Participants will learn how to develop a research study and establish its relevancy for individuals, industry, or wider society.

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

## FIRST YEAR COMMERCE SYLLABI OF COURSES

***Business Information Systems***
The objective of the module is to provide participants with a broad understanding of the fundamental roles, applied impact and strategic importance of information systems (IS) for individuals, for enterprise and for sustainable society.

***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.

***Introduction to Marketing***
The aims of this module are to introduce the student to the concepts and principles fundamental to marketing theory and to provide a contemporary view of the role and importance of marketing by examining its application in international, European and Irish business situations. Underpinning students' study will be the integration of marketing and ethics into the various topics for discussion.

***Information Management for Business***
The objective of this course is to advance students' understanding of business information management by focusing on current issues confronting organisations today.

***Introduction to Financial Accounting***
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. The course will provide a good basic foundation in Financial Accounting for both students who do not intend to specialise in Accounting and those who will progress to more advanced study of accounting in the future.

***Introduction to Management Accounting***
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. The course will provide a good basic foundation in Management Accounting for both students who do not intend to specialise in accounting and those who will progress to more advanced study of accounting in the future.

***Introductory Statistics for Business***
This course discusses the nature of statistical data and the use of probability to describe random phenomena. Topics covered include sampling methods, numerical and graphical summaries, basic ideas of probability, random variables, use of common distributions.

***Management and Enterprise***
This module is designed to introduce students to the concepts of management and enterprise in a contemporary setting. The fundamental theories underpinning the management function are explored. The various contexts within which the manager operates, ranging from start-ups to SMEs to MNCs, are examined. The importance of an enterprising manager, capable of embracing innovation and an entrepreneurial culture in contemporary times is highlighted throughout.

***Mathematics for Business***
The objective of this course is to develop in students the skills necessary to apply mathematical methods in a business environment. Topics covered include: Equations and Functions; Linear, Quadratic and Exponential Models; Linear Systems; Mathematics of Finance; Fundamentals of Calculus; and Optimisation.

***Principles of Microeconomics***
The objective of this course is to introduce the basic concepts and principles of microeconomic theory. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this course students will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. Students will also learn how firms make production decisions and will become familiar with different types of market structures, such as monopoly perfect competition.

***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.

***Skills for Success***
The objective of this course is to assist students in developing skills that are necessary for success at university 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 academic writing, academic research, creative thinking, presentation 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.

# SECOND & FINAL COMMERCE YEARS - SYLLABI OF COURSES

***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 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 Microeconomics for Business***

The main objective of this course is to learn how the techniques and theories of microeconomics can be used to explain how firms and consumers behave. A secondary objective is to understand when the behaviour of firms and consumers is efficient from society's perspective. The emphasis throughout the course is on problem solving.

***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.

***Behavioural Economics***

This module explores the foundations, applications, and implications of the rapidly developing field of behavioural economics. In economics, individuals' behaviour is generally modelled under the assumption that individuals are perfectly rational, self-interested, utility maximizers with unlimited cognitive resources. Such models often provide valuable insights across a range of domains. However, in many instances, individuals observed behaviour systematically differs from the predictions of these models. For instance, individuals respond differently when outcomes are framed as losses rather than gains, they tend to overestimate the probability of unlikely outcomes such as winning the lottery, while underestimating more likely outcomes, such as losing a job. They also tend to attach more weight to immediate gains/losses than they should. The study of these behavioural anomalies, has given rise to a new field of economics referred to as behavioural economics, which seeks to understand these anomalies and to propose alternative models that provide additional insights into individuals' behaviour.

***Brand Management***

This course introduces the student to brands by allowing them to stand in the shoes of the Brand Manager, and to learn the tools for creating powerful brands.

***Business Finance I***

The objective of this course is to develop the participants' understanding of the theory and practice of financial management, and to develop their skills in the application of this knowledge to financial decision-making.

***Business Finance II***
The objective of this second course in Finance is to build on the foundations of the first course in extending your knowledge of the theory and practice of Financial Management.

***Business Intelligence & Analytics***
The objective of this course is to examine how different business intelligence and analytical approaches can improve the performance of organisations, and to analyse the types of business problems that advanced analytical tools can address.

***Cases in Marketing Strategy***
Cases in Marketing Strategy is a key Marketing module of the Bachelor of Commerce Marketing Stream. The module examines the processes by which marketing can be managed to create and sustain superior performance in the marketplace. It achieves this by focusing on two key issues in marketing strategy: the identification of target markets and the creation of competitive advantage. The module will also demonstrate the various factors that influence marketing decision-making and focuses on how the role of marketing is changing in the organisation and in society.

***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.

***Consumer Law and Policy***
Consumer law and policy is a significant and rapidly developing area of current Irish and EU Regulation. It crosses the traditional public and private law divide and this module represents an important opportunity to analyse and examine the different types of regulation in diverse areas involving consumer transactions. The subject of consumer protection is embedded in EU policy and most Irish legislation in the last twenty-five years derives from EU directives. A number of major EU initiatives are now part of Irish law including Unfair Commercial Practices, Product Liability, Distance Selling, Unfair Terms and Consumer Credit. The module will initially discuss the meaning of 'consumer' and the rationales for consumer law before examining the regulation of consumer contracts, the law on unfair commercial practices, product liability and consumer credit. Irish consumer law is undergoing change with the proposal for a Consumer Rights Act to consolidate and update the statutory provisions relating to consumer contracts including the supply of digital content. The course will debate and analyse the latest developments in this context.

***Contemporary Issues in Work and Organisations***
Work and Organisations is about critically examining the theories, policies and practices that govern how people are managed in a variety of organisational and business settings. It builds on basic concepts covered in Organisational Behaviour and HRM. The objective is to develop critical analysis and skills concerning the way work and organisations are managed. The course is a final year programme of learning in which abstract theoretical concepts and models are unpacked, broken-down and questioned in a critical and engaging way.

***Contemporary Project Management***
This module provides a comprehensive introduction to contemporary project management in an information technology/information systems context but also applicable to other contexts in which project management principles apply. This module will have contemporary IS project management and IS development methods such as agile at its heart. It will focus on the complexity inherent in IS projects and the challenges associated with scaling project management up to large projects and to the portfolio level in organisations where many projects are carried out simultaneously. MS325 aims to equip you with both the theory and practical skills necessary for the management and implementation of projects. These skills are of paramount importance to improve the performance of your personal projects and later in your professional career where you can expect to be involved in a variety of projects. The course also aims to further your development as a scholar and future business professional by developing your ability to apply critical thinking to complex problems. The course will refine your time management and assist in your research skills. Students are expected engage in discussions and read the seminal literature in advance and present to the class on it. Case studies will also be used to supplement learning and when possible, internationally renowned experts will contribute to the lectures.

***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.

***Digital Marketing Planning***
The Digital Marketing Planning module examines the processes by which marketing can be managed to create and sustain superior performance in the marketplace. The module demonstrates the various factors that influence digital marketing and focuses on how the role of marketing is changing in organisations and society. The objective of this module is to build upon marketing principles and investigate where the internet and other technologies provide opportunities for applications in marketing and business. The module provides an overview of the rapidly changing world of business and technology by addressing what is unique about digital marketing. It explores how these technologies are creating value for customers, as well as the benefits for companies, their products and brands.

***Disciplined Entrepreneurship***
The development of this module is derived from the comprehensive framework of MIT's Disciplined Entrepreneurship. The module focuses on concept selection, development of an intellectual property strategy, evaluation of go-to-market strategy, financing, and operational planning. It is a module that binds all other modules comprising the Enterprise stream on the B.Comm programme. It will involve individual and team research and interdisciplinary skills to approach a specific need. It includes engagement with University of Galway Technology Transfer Office, Blackstone Launchpad, TechInnovate and Enterprise Ireland.

***Doing Business in China – 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 **prerequisite** for Language and Culture II.

***Econometrics***
This introductory course aims to give students an understanding of the assumptions made, and concepts used in classical linear regression analysis, the statistics underlying regression analysis and its application in practice. This will involve a mixture of interdependent theoretical and practical learning – including computer-based sessions, practical assignments and lectures. The interdependency of the material and activities make it important to attend all sessions. A project is used to provide the student with hands on experience of the development, estimation and interpretation of an econometric model.

***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 provide the analytical foundations for an exploration of the balance between private and public resource allocation in modern economies.

***Economics and Philosophy***
This module will explore the interface between economic analysis and moral philosophy. It will show how insights and analytical tools from economics can contribute to ethics and demonstrate how an understanding of moral philosophy can improve economic analysis. Topics covered include rationality and the preferences axioms, welfare, efficiency and consequentialism, rights, theories of distributive justice, social choice theory, game theory and decision theory.

***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.

***HRM and Decent Work***
Human resource management (HRM) is the organisational function concerned with sourcing employees, improving their performance and recognising their achievements. Strategic HRM integrates all people management policies aligning them with organisational strategic objectives in a manner that is ethically defensible and legally appropriate. At the same time, critical HRM realises that people do not represent a passive commodity to be used, redeployed and disposed of at will. Employees react and respond to managerial interventions. Careful policy design, implementation and monitoring promotes employee well being and organisational effectiveness. The objectives of this module are to: • introduce you to the contemporary business, strategic, legal and industrial relations environment in which HR professionals practice • provide a foundation to develop knowledge and skills in the HR functional areas of resourcing, performance management and reward.

***Enterprise Systems***
The objective of the module is to develop students' understanding of Enterprise Systems. It will look at Enterprise Systems from different perspectives: why they are used; how they are used; the different sub-systems (Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management) contained within the Enterprise Systems. It will also deal with how these systems are designed, implemented and updated.

***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'.

***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.

***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 Marketing***
The objective of this course will be to provide students with an introduction to international marketing through the 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. 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.

***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.

***HR Practice***
The aim of this module is to provide students with the opportunity to apply human resource concepts, tools and techniques in practice. The module builds on material studied in other stream modules emphasising the combination of knowledge and skills required for effective HR professionals. The purpose is to begin the process of developing competencies that are essential for HR practice. Therefore, the emphasis is placed on skills development and application. The module is structured around functions, contemporary processes and applied issues in HR.

***Inferential Statistical Methods for Business***
This module demonstrates methods in statistical inference with applications in Business, Finance, Marketing and Economics. This is a first course in statistical inference covering sampling distributions, construction of confidence intervals, hypothesis testing, and communication of results of analysis in application.

***International Financial Reporting I***
This course is strongly recommended for those wishing to study accounting in third year, and is aimed particularly at those interested in pursuing a career in Accounting. The objectives of the course are to build on introductory financial accounting courses to complete the development of the basic accounting skills necessary to allow students to progress to more advanced study of financial accounting and to introduce students to the environment and practice of financial reporting.

***International Financial Reporting II***
This course introduces students to a range of more complex problems found in accounting practice. This course must be taken by students pursuing the accounting stream; it is also open to students not taking the accounting stream. International Financial Reporting I is not a formal prerequisite, however, the vast majority of those taking this course will have passed it, so students who have not done so should consult the lecturer. Visiting students should consult the lecturer, as inadequate background has led to a significant failure rate in previous years.

***International Financial Reporting III (prerequisite: Int Fin Reporting. II)***
The objective of this course is develop students' conceptual understanding of advanced problems of financial reporting and their ability to apply complex international financial reporting standards (IFRS) to practical situations. Students will consolidate their ability to prepare and analyse complex financial statements

***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 tradema rk 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 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.

***International Business***
This course focuses on the nature of contemporary international business. International Business combines the science and art of business management with many other disciplines such as economics, socio-cultural 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 and the emergence of what is widely termed the global economy. Knowledge in this global economy is rapidly transferred given technological developments in communications. The emergence of new economies particularly in Asia has transformed the centre of gravity of the global economy. International managers operate in this dynamic global environment whether in large multinational firms or SMEs/Born Globals with an international orientation. 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 globalisation, political, economic and socio-cultural analysis. It further attempts to build on the knowledge gained in previous or complementary courses by extending the consideration of subject matter to embrace the considerations present in an international environment. By the end of the course, students should be able to identify, analyse, and understand the organisational 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 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.

***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 and integrate with other organisational aspects.

***Macroeconomics and the Business Environment***
This is an intermediate macroeconomics module dealing with the theory and practice of macroeconomics. It builds upon the concepts and principles covered in first year macroeconomics. The objective of the module is to understand the core models in (short-run) macroeconomic theory and to learn how these theories can be applied to various short-run policy issues, both domestically (Ireland) and in an international (EU/eurozone) setting..

***Macroeconomics and Public Policy***
Macroeconomics is concerned with the major economic issues such as unemployment, inflation, and the interrelation between income distribution and economic growth. Several theoretical models have been developed in the literature to study the fundamental causes of these issues. Many of these models serve as analytical frameworks in which applied economic policy analysis is conducted. Examples include the Keynesian structural macroeconometric models in the 1970s and the New Keynesian DSGE models in the current period. This module considers dominant economic policy regimes since the post-world war II period and examines the macroeconomic theoretic principles and the analytical framework that underpins these policy regimes.

***Management Accounting I***
The objective of the course is to build on students' knowledge of management and cost accounting techniques introduced in first year and to enable students to analyse and critically evaluate management accounting information useful for decision making, planning, control and performance measurement

***Management Accounting II (prerequisite: Management Accounting I)***
The purpose of this module is to build on the foundations of the second year introductory module AY207 Management Accounting I, so as further extend the student's understanding of the techniques, concepts, and applications of management accounting, including cost estimation, cost management, and performance management. The second year module Management Accounting I (AY207), or an equivalent introductory course in Cost and Management Accounting, is prerequisite for this module AY321 Management Accounting II

***Management Accounting III (prerequisite: Management Accounting II)***
This objective of this course is to provide a detailed understanding of advanced issues and techniques in costing, management control, and management accounting. In doing this, the course builds on the foundations of previous courses in Management Accounting which students have taken. Please note that Management Accounting I (AY207) and Management Accounting II (AY321), or equivalent modules in another university, are prerequisites for this course.

***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.

***Marketing Research***
This module introduces the student to the fundamentals of Marketing Research theory and practice. The course covers all aspects of qualitative and quantitative marketing research for marketing decision making in business and organisational settings.

***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.

***Marketing Analytics***
This module provides the students with an introduction to Marketing Analytics. Various tools for generating marketing insights from empirical data in areas such as segmentation, targeting and positioning, customer lifetime analysis, customer choice, and product and price decisions will be studied. This module has a hands-on group component where students apply the tools studied to actual business and organisational situations.

***Marketing & Sustainability***
The objective of the Marketing & Sustainability module is to expand and deepen the students understanding and experience of the interactions, interconnections and interdependencies of markets and marketing provisioning systems in societies.

***Media & 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.

***Medical Device Law and Regulation***
The objective of this course is to examine how the sale and use of Medical Devices are regulated in the marketplace and examine how regulation itself has been utilised to balance the public interest with that of Medical Device Manufacturers.

***Microeconomics and Public Policy***
The module provides students with an introduction to topics in advanced microeconomic theory, with applications to public policy where relevant. Topics covered include game theory, oligopoly and regulation, collective decision making and criteria for social choice, general equilibrium and the welfare theorems, uncertainty and information, contracting and externalities. We will consider the appropriate economic role for the State that emerges from an analysis of these topics.

***Money and Banking***
This course explores the theoretical and applied foundations of money and banking with a focus on international issues. The introductory part of the course motivates why the study of money and banking may be worthwhile, and provides an overview of international financial systems. Next, details of financial markets are discussed, in particular the behavior of interest rates and their determinants, as well as the classical theory of rational expectations and the efficient markets hypothesis as they pertain to stock markets. The third section of the course focuses on aspects of financial crises, financial institutions, and the theory and practice of central banking. This includes the study of the stages of financial crises, alternative international central banking systems, as well as the strategy and conduct of central bank intervention. The final fourth part of the course discusses international finance and monetary policy theory including the foreign exchange market, aggregate demand and supply analysis, the theory of monetary policy, and the role of expectations and credibility with respect to central banks.

***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.

***Leading Individuals, Teams and Projects***
In our world of dramatic change, ambiguity, chaos and volatility, we desperately need effective leadership of individuals, teams and projects. This module sets out to unlock the capacity for authentic leadership in our students and to focus on building an adaptive capacity so that our rising leaders can be prepared to practice under these ever changing conditions. We need individuals and teams to be courageous enough to reflect upon, value and use their uniqueness for connection and creation of a positive and ethical organisational climate where the capacity to demonstrate innovation, creativity and sustainability in leading projects can be nurtured and enhanced. The focus of this module is on developing students so they can bring all their gifts, skills and energies to explore, analyse and reflect on leading individuals, teams and projects. The module will also review a range of contemporary debates and developments in relation to leading people and projects.

***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 Systems**
Quality Management Systems, Six sigma philosophy, basic statistical quality control, tools for quality imporvement, process capability analysis, Kaizen, quality costs, quality auditing. Quality in a regulated sector e.g. Medical Devices.

***Skills for Success***
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.

***Strategic***
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.

***Taxation I***
The objective of this course is to introduce students to taxation, provide an insight and appreciation of the impact of taxation on society, individuals and businesses and to provide students with the necessary knowledge and understanding to calculate the taxable income of individuals and companies. The course will provide perspectives from both the un-incorporated (sole trader/ self employed/ employee, etc) and the incorporated (company).

***Taxation II (prerequisite: Taxation I)***
The objective of this course is to provide further insights and appreciation of the impact of taxation on business and business decisions and to provide students with the necessary knowledge and understanding to determine the taxable income of business entities. The course will provide perspectives from both the un-incorporated (sole trader/ self employed/ partnerships/ employee etc.) and the incorporated (Company). The course builds on Taxation I.

***The Marketing of Services***
This course outlines the unique features of services and examines how services marketing differs from product marketing. Service encounter frameworks are explored, and the elements of the marketing mix are examined from a services perspective.

***User Experience Design***
The objective of this course is to develop the students' understanding of the issues involved in designing interactive systems. The course imparts practical knowledge of the skills and techniques used to design interactive systems. The

design of interactive systems relies on an understanding of the capabilities and needs of people and an understanding of the kinds of technologies available. It also relies on the ability to identify requirements and to transform them into an appropriate design. There are a wide variety of interfaces available today and it is important that interaction designers have an appreciation and understanding of these.

***Web and Interactive Media Design.***
The objective of this module is to provide students with applied skills in web and multimedia design and development. Topics may include: Web and Multimedia development tools (e.g. Dreamweaver); multimedia development and production concepts; interaction design; usability; graphics development (e.g. Fireworks, Photoshop); animation; audio and video production and editing; new and emerging topics.

***Work in a Global Context***
This module aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. The module provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. The meaning of culture is explored by drawing on a range of national cultural and institutional models and studies and providing a broad understanding of the international context in which multinational corporations operate. How national culture influences management practice is also considered. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices for example, in what ways do human resource management and employment practices differ across countries and why? What are the possible underlying cultural and institutional reasons for these differences? The influence of national culture on aspects of organization structure will also be examined. A range of areas in international management will be reviewed including, structure and learning networks, transfer of HRM practices in MNCs, knowledge transfer and corporate social responsibility. Finally, we consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.

***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 so they can make better decisions and gain insight into the impact various factors have on those decisions. The vehicle used for developing such models is the familiar spreadsheet. Students will learn the creative process of constructing spreadsheet models of business problems and decisions. In class and in the assignments students will apply the skills learned to real problems in their own discipline area e,g, auditing, accounting and finance, marketing, operations, engineering, and IS/IT.

***Cybersecurity***
This module is designed to provide business and law students with an introduction to fundamental aspects of managing cybersecurity and privacy within organisations. Students will develop an understanding of how to protect their own personal information assets as well as those of employers and clients.

***Managing Digital Transformation***
Digital transformation is a process that aims to improve an organisation by initiating significant changes through a combination of information, computing, communication, and connectivity technologies. Digital transformation has become a high global priority on organisational agendas. Organisations have growing expectations on digital transformations to make a strategic contribution to their business survival and success. Therefore, understanding how operations can be transformed within a shorter timeframes has become the basis of competitive advantage in many sectors of industry including the public sector. Future managers must differentiate between the key drivers and how to sustain transformations in the new digital economy. To do so, managers are also expected to identify digital transformation opportunities by leveraging digital and analytical technologies to create new or modify business processes, culture, customer experiences, and workplaces to meet continuously evolving business and market requirements.

***Implementing Digital Innovation***
The objective of this module is to explore the strategy and implementation of digital innovation in contemporary business organisations.

# PART-TIME BACHELOR OF COMMERCE & DIPLOMA IN BUSINESS

The Part-time Bachelor of Commerce is a four-year online degree programme in business education. The programme will be delivered through online interaction between tutors and students via Blackboard, the Learning Management System in use at University of Galway. This programme will continue to be delivered by the J.E. Cairnes School of Business and Economics in conjunction with the Centre for Adult Learning and Professional Development.

## *Programme Objective*

The Bachelor of Commerce is the School's primary undergraduate degree which provides a solid foundation for careers in business, accounting, finance, marketing, management 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 online learning allows mature students, with work and/or family commitments, to study at times that suit their needs.

## *Programme Specific Regulations*

## *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.) Applicants should have a minimum of ordinary level Mathematics at leaving Certificate level, or equivalent.

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 online directly to the Centre for Adult Learning and Professional Development.

As well as meeting the above-mentioned age requirements, applicants must satisfy the JE 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 an interview.

All applicants, whose first language is not English, or who have not been educated through the medium of English language during their two most recent years of study, must present one of the following qualifications in the English language.

- IELTS – 6.5* (*with not less than 5.5 in any component)
- TOEFL - 88
- Pearson PTE – 61

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, and relevant work experience. Some applicants may be called to an interview.

## *Programme structure*

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

### First Year

| *Code* | *Module* | *ECTS* |
|---|---|---|
| EC8102 | Economics | 10 |
| AY8102 | Introduction to Financial Accounting | 5 |
| AY810 | Introduction to Management Accounting | 5 |
| MS100.1 | Information Management for Business | 10 |
| MG8102 | Contemporary Management Thought | 5 |
| AL1100 | Skills for Learning | 5 |
| MA152 | Mathematics | 5 |

## Second Year

| *Code* | *Module* | *ECTS* |
|---|---|---|
| AY8101 | Business Finance | 5 |
| EC7101 | Applied Microeconomics for Business | 5 |
| EC7102 | Macroeconomics and the Business Environment | 5 |
| LW3118 | Business Law I | 5 |
| MG8101 | Management Skills | 5 |
| MK8105 | Introduction to Marketing | 5 |
| MG8103 | Organisational Psychology and Analysis | 5 |
| MK8101 | Marketing Management | 5 |
| ST2352 | Statistics | 5 |

## Third Year

| *Code* | *Module* | *ECTS* |
|---|---|---|
| **Core Modules** | | |
| LW300.3 | Business law II | 5 |
| MS330.3 | Information & Operations Management | 5 |
| EC426.4 | Ireland in the Global Economy | 5 |
| EC8100 | Economics of Public Policy | 5 |
| AY8100 | Management Accounting | 5 |
| MK7107 | Services Marketing | 5 |
| MK7106 | Qualitative Marketing Research | 5 |

## Fourth Year

| *Code* | *Module* | *ECTS* |
|---|---|---|
| **Core Modules** | | |
| MG440.4 | Management of Organisational Change | 5 |
| MG8104 | Business Strategy | 5 |
| MK8102 | Cases in Marketing Strategy | 5 |
| MK8103 | Integrated Marketing Communication | 5 |
| MS8101 | Implementing Digital Innovation | 5 |
| MS8102 | Business Intelligence and Analytics | 5 |
| MG335.3 | Entrepreneurship and Innovation | 5 |
| **Optional Modules** | | |
| MK8104 | Negotiation Skills | 5 |
| EC8013 | Financial Economics Research Project | 5 |
| MG7102 | Leading and Managing People | 5 |
| MS2100 | Cybersecurity | 5 |

## Repeat Examinations

The pass mark on all modules is 40%. A student will be required to re-present for examination (or repeat continual assessment) in any module in which a minimum mark of 40% has not been achieved."

To graduate with a Bachelor of Commerce degree the student must successfully complete all credits associated with course instance.

## Syllabii

***Economics***
The Economics module provides a flourishing and diverse academic environment which integrates teaching and research, theory and empirical applications, in a policy-oriented and interdisciplinary way. The study of economics at introductory level comprises two branches. First, microeconomics analyses the behaviours of individual people in markets as workers, consumers/savers and owners of capital. The second branch, macroeconomics, considers the economy at the aggregate level, combining all those individual people and their enterprises.

***Introduction to Financial Accounting***
The objectives of this module are to develop in the 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.

***Information Management for Business***
The objective of this module is to develop the skills necessary to apply information management concepts in a business environment. This course will provide you with the following skills: Develop and demonstrate a broad understanding of information and communications technology and information systems. Describe how information systems are implemented and used to manage information in business. Apply spread sheet and database applications to business problems.

**Contemporary Management Thought**
The primary objectives of this course are as follows: - To introduce you to the key tasks of management: planning, leading, organising, and controlling - To examine the challenges of modern management; entrepreneurship, ethics and corporate responsibility, managing change - To provide an understanding of the management of different types of organisations in different business and global contexts

***Skills for Learning***
This module will introduce adult learners to online & blended learning. The module aims to bridge the learning gap between their last educational experience and returning to 3rd level education as an adult learner.

***Mathematics***
The aim of this module is to introduce the basic mathematical principles, techniques and applications that are useful for students in business, economics, management and the social sciences. This is not a course in pure mathematics – Each topic in the module will have relevant, real-life applications. There will be an emphasis on mathematical modelling of practical problems.

***Introduction to Management Accounting***
The objectives of this module are to introduce students to context, theory and practice of Management Accounting. Topics may include 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 Finance***
This module will address the following areas: 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.

***Applied Microeconomics for Business***
The main objective of this course is to learn how the techniques and theories of microeconomics can be used to explain how firms and consumers behave. A secondary objective is to understand when the behaviour of firms and consumers is efficient from society's perspective. The emphasis throughout the course is on problem solving.

***Macroeconomics and the Business Environment***
This is an intermediate macroeconomics module dealing with the theory and practice of macroeconomics. It builds upon the concepts and principles covered in first year macroeconomics. The objective of the module is to understand the core models in (short-run) macroeconomic theory and to learn how these theories can be applied to various short-run policy issues, both domestically (Ireland) and in an international (EU/eurozone) setting.

***Business Law 1***
The overall aim of the module is to introduce students to fundamental principles of business law and elements of the legal framework within which enterprises operate. The specific aims of the module are to provide an introduction to the Irish legal system; explain the fundamentals of contract law; outline the legal framework concerning contracts for the sale of goods and outline the legal framwork concerning employment contracts.

***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.

***Introduction to Marketing***
This course will provide students with an introduction to the fundamental concepts of marketing, including: a consumer-orientated philosophy and structural framework for business, consumption and buyer behavior, marketing research, segmentation, positioning and targeting. Knowledge of these topics will act as an aid to marketing decision-making during their professional careers.

***Organisational Psychology and Analysis***
The objective of this module is to equip the learner with the skills and knowledge to master the following learning objectives: Identify the major behavioural science disciplines that contribute to OB while identifying the challenges and opportunities managers have in applying OB concepts. Recognise and describe how organisations manage diversity effectively. Identify early theories of motivation and evaluate their applicability today. Give examples of various motivation models and evaluate how these can measure motivation. Define the stages of group development and demonstrate how groups exert influence on individual behaviour. Contrast groups and teams and analyse the growing popularity of teams in organisations. Describe the communication process and distinguish between formal and informal communication. Define the characteristics that create and sustain an organisation's culture. Describe the communication process and distinguish between formal and informal communication.

***Marketing Management***
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 professional careers.

***Statistics***
This module will cover an introductory course in statistics, covering descriptive statistics, basic probability and methods in inferential statistics.

***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.

***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.

***Management Accounting 2***
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

***Marketing Analytics and Research***
Successful organisations direct all their efforts to giving customers what they want, while still earning a profit. The critical factor in such market dominance is the extensive use of data from Marketing Research. To be truly marketing orientated, companies have to make data work and be information driven. Marketers must actively engage with data searches, analyse, summarisation, interpretation, visualisation and presentation for intelligent marketing decision making and action. The purpose of this course is to achieve a theoretical and practical understanding of the what, how, where, when and why of the qualitative Marketing Research, including Marketing Analytics.

***Qualitative Marketing Research***
This module introduces the learner to the key fundamentals of Marketing Research Methods with particular focus on qualitative research techniques

***Business Law II***
The overall aim of the module is to build on the knowledge of business law gained in the first Business Law module, 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 managers and entrepreneurs.

When you have successfully completed this module, you will be able to give an overview on data protection and data privacy at National and EU level: discuss Irish law in relation to computer crime; outline the legal obligations of Irish emplyers in relation to health and safety legislation; critically evaluate the legal structures of business enterprises; explain and apply the principles of partnership law and company law and discuss the main areas of law in relation to commercial enterprise.

***Economics of Public Policy***
This course is designed to provide the analytical foundations for an exploration of the balance between private and public resource allocation in modern economies.

***Marketing of Services***
This course outlines the unique features of services and examines how services marketing differs from product marketing. Service encounter frameworks are explored, and the elements of the marketing mix are examined from a services perspective.

***Work and Employment Relations***
This module is designed as an introductory foundation to the areas of industrial relations and human resource management. The objective of this module is to present an introductory foundation to the areas of industrial relations and human resource management. Focusing on the human aspect of business, the module explores the nature of the relationship between employee and employer and looks at how that relationship is regulated on a day-to-day basis. The module will give a broad-based overview of contemporary Irish industrial relations highlighting some of the key actors, institutions, processes, and employment law. The second part of the course focuses on the management of human resources and some of the core concepts and practices associated with managing people in organisations. The module consists of six units. Each unit covers a specific area of the subject and lays out a clear programme of work, setting out which chapters of the core textbook you will need to read for each unit, and other activities which you will need to complete.

***Negotiation Skills***
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.

***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.

***Information Systems Strategy and Planning***
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.

***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.

**Business Strategy**
The primary objectives of this course are as follows: To provide rigorous exposure to the concepts, theories and techniques on which strategic management in the business sector is based To explore the application of strategic management concepts, theories and techniques in a wide range of business settings To examine the design, implementation and maintenance of strategic planning systems and strategic thinking

***Cases in Marketing Strategy***
The module examines the processes by which marketing can be managed to create and sustain superior performance in the marketplace. It achieves this by focusing on two key issues in marketing strategy: the identification of target markets and the creation of competitive advantage. The module will also demonstrate the various factors that influence marketing decision-making and focuses on how the role of marketing is changing in the organisation and in society.

***Integrated Marketing Communications***
Organisations seek innovative ways of communicating effectively and efficiently with their target audience or public. Marketing communicators are challenged to use communication methods that break through the clutter, reach audiences with interesting and persuasive messages, enhance brand equity, drive sales and achieve strategic objectives. This course provides a contemporary view of the role and importance of marketing communications by examining the various tools within marketing communications such as, advertising, public relations, sponsorship, and online media.

***Implementing Digital Innovation***
The objective of this module is to explore the strategy, implementation and practice aspects of digital innovation in contemporary business organisations.

***Business Intelligence and Analytics***
The objective of this course is to examine how different business intelligence and analytical approaches can improve the performance of organisations, and to analyse the types of business problems that advanced analytical tools can address.

***Financial Economics Research Project***
This is quite a practical module for those interested in conducting research in the area of financial economics and those interested in other financial disciplines. This research module is designed to enable you to get answers to important financial economics problems and deepen your understanding of the concepts involved. Research areas may include: Introduction to Financial Markets and Excel Functions; time Value of Money & NPV; Risk & Portfolio Statistics; Valuing Shares and Bonds; and Introduction to Financial Options.

***Leading and Managing People***

This course provides a solid foundation to the study of Leading and Managing People. The material delivered and presented highlights the practicality of the issues involved in work and employment, and specifically in managing and leading people. People management is essentially about leading and managing people in a way that both maximises and rewards the contribution each individual makes in the organisation. This course introduces content such as recruitment and selection of employees, how to reward, employment terms and conditions, leading and developing talent, international HRM, and other facets of managing the employment relationship.

# Marks & Standards for all Postgraduate Taught Masters Degree, Postgraduate Diploma, Higher Diploma, Professional Diploma and Postgraduate Certificate Examinations (Fulltime and Part-time) and the LLB.

**Document Status: Approved – 14/05/2013. Incorporates amendements agreed by Academic Standing Committee on 13/8/2015.**

## *1. Introduction*

These general regulations apply to all Postgraduate Taught Masters Degree, Postgraduate Diploma, Higher Diploma, Professional Diploma and Postgraduate Certificate (Fulltime and Part-time**)** programmes in the University. Every Postgraduate Taught Master's degree, Postgraduate Diploma, Higher Diploma, Professional Diploma and Postgraduate Certificate (Fulltime and Part-time**)** programme **must comply** with these regulations unless otherwise provided as per section 9 below. Students must also refer to the specific College programme regulations and requirements.

These regulations are approved by the University's Academic Council and are regulated and reviewed by the Academic Council's Standing Committee, following prior consideration by the Academic Regulations Committee. The Academic Regulations Committee is comprised of the Registrar and Deputy-President (Chair), Deans of College, another representative from each College and the Director of Lifelong Learning. Relevant administrative staff are in attendance at the Committee's meetings. The Committee reports to Standing Committee of Academic Council.

## *2. Programme Curricula*

The University's programmes are organised in accordance with the European Credit Transfer System (ECTS). **Programmes** of study are organised into specific units of study called **Modules**. Each Module is a unit of teaching and learning formally offered within the University, and carrying credit expressed as a number of credit points in accordance with the European Credit Transfer System.

A programme has a prescribed aggregate credit value in accordance with the Level of Study as set-out in Ireland's National Framework for Qualifications, NFQ. Programmes have prescribed Learning Outcomes for each module and for the overall programme. **Module Descriptions and Weightings**

## *3. Module Descriptions*

**Module Descriptions** will be specified in the University's central **Module Repository** (or "Module Manager" System) and be set out in the **Programme Descriptions and Regulations** for each College's programmes.

***Individual modules will have an ECTS credit weighting of 5 ECTS, but may be expressed in whole multiples of 5 ECTS where good academic practice requires larger units of study.***

Credit is awarded to students who obtain a minimum of 40% on a module (see also provisions on compensation at 5.5 below).

## *4. Arrangements for Assessment and Formal Examination*

The University's standard examination periods for Taught Postgraduate Programmes are

- End of Semester 1
- End of Semester 2
- August, in respect of programmes provided over 3 semesters and ending in August
- Repeat (of Semester 1 and 2) Examinations (August).

The holding of examinations outside of these periods requires the prior approval of the Academic Regulations Committee.

Repeat examinations will be held for all programmes and modules unless the prior approval of the Academic Regulations Committee for repeat examinations not to be held is given. Repeat examinations for modules examined in Semester 1 and Semester 2 will be held in August. Repeat examinations for modules examined in August will not be held until the following August.

Some Postgraduate Taught Masters Degree, Postgraduate Diploma, Higher Diploma, Professional Diploma and Postgraduate Certificate (Fulltime and Part-time) programmes are provided over three semesters, ending in August, and there will be requirements in respect of such programmes for the submission of material for examination in August or September.

Modules may be assessed in any combination of formal examinations, minor dissertation, assignments, projects, essays, papers, reports, presentations & debates, locally set exercises, laboratory or field-work, or other experiential learning.

Where modules are examined by means of a **formal examination** paper administered by the University's Examinations Office and timetabled centrally, the examination will be of standard **two hours duration**. Where a module weighting is greater than 5 ECTS, the formal examination may be broken into a number of 2 hour papers or one 2 hour paper and alternate assessment methods (e.g. A 10 credit module might attract two 2 hour examinations). In exceptional circumstances, where robust academic assessment reasons require longer examinations, 3-hour (or longer) examinations may be facilitated. Approval for such arrangements will require the prior approval of the Academic Regulations Committee.

## *5. Time Limit for Completion of Programmes*

Colleges will set out in Programme Regulations the time-limit within which Postgraduate Taught Masters Degree, Postgraduate Diploma, Higher Diploma, Professional Diploma and Postgraduate Certificate (Fulltime and Part-time) programmes must be completed. Credit gained for particular modules will lapse at the end of the prescribed time-limit period unless the College provides otherwise.

## *6. Passing and Progression*

The Examination Board is the formal examination authority for each College and examination session. Chaired by the Dean, the Board is made-up of academic staff members of the College and external examiners from the relevant disciplines, or from the Colleges responsible for multi-College programmes. Only decisions approved by the Examinations Board will be formally recognised as official University examination results, relating to Passing, Progression, Determination of Honours, and Granting of Deferrals.

**Examination Boards will be held on completion of a programme and at the end of each programme year**. The Examination Board held on completion of the programme will determine the overall result and will apply compensation provisions. The Examination Board

held at the end of a programme year will determine eligibility to proceed to the next programme year.

### *6.1. Progression*

Where a programme is taught over more than one year there will be a requirement that the previous year be satisfactorily completed before the student registers for a subsequent year.

### *6.2. Passing*

**The pass mark on all modules is 40%.** Where different components of assessment (course work, laboratory work, continuous assessment, final assessment, etc.) within a module contribute to the final grade, it shall **not normally** be a requirement that any one of these components be separately passed. Only an overall mark for the module will be returned. Marks will not be returned for components of a module.

**A mark of 'Incomplete' must be returned to the Examinations Office where there is a requirement that an element(s) of a module be passed, and that element(s) is not passed. A student is required to retake all elements of an incomplete module** unless the relevant College provides by regulation that students be exempt from retaking specific components.

College level provisions should be the same across all programmes and modules in a College.

### *6.3. Carrying Froward Marks*

A student will be given credit for modules passed and will not have to represent for examination in any module in which a minimum mark of 40% has been returned within the time limit set out in regulations for the successful completion of the programme (see section 5 above).

### *6.4. Material Assessed at Repeat Examinations*

Marks for components of a module (i.e. sub-module assessment elements) from previous attempt(s) do not carry forward from one assessment to the next unless the relevant College has made provision to exempt a student from retaking specific components for academic reasons.

### *6.5. Compensation Provision for Programmes of One Year Duration*

Compensation will only be applied in cases where its application enables the s tudent to successfully complete the programme as a whole.

The pass standard for a Module is 40%. However, a student with marks of less than 40% in one or more modules will be deemed to have passed the programme provided

- the aggregate mark for all modules is at least 40% **and**
- the mark in every module is 35% or more **and**
- the module(s) with marks in the range 35-39%total

1. not more than 5 ECTS in the case of programmes with an ECTS weighting of 30 – 55
2. not more than10 ECTS in the case of programmes with an ECTS weighting in the range 60 - 85
3. not more than 15 ECTS in the case of programmes with an ECTS weighting of 90 or above.

Note: compensation provision will not apply in the case of programmes with an ECTS weighting of less than 30.

The carrying forward of marks does not invalidate the potential for compensation provision.
Where a module has been passed by compensation the mark for the module will appear on transcripts with a grade of Pass by Compensation.

In some programmes, Compensation may not be allowed in core or mandatory prescribed modules or groups of modules, as to do so would undermine the achievement of the learning outcomes for the Programme. These specific regulations will be set out in the College's **Programme Descriptions and Regulations** for the relevant degree programmes.

### *6.6 Compensation Provision for Programmes of More than One Year Duration and the Part-time LLB.*

In the case of programmes of more than one-year duration compensation will be applied, provided the following criteria are met.

The pass standard for a Module is 40%. However, a student with marks of less than 40% in one or more modules will be deemed to have passed the stage (year) of the programme provided:

- the aggregate mark for all modules is at least 40% **and**
- the mark in every module is 35% or more **and**
- the module(s) with marks in the range 35-39%total

1. not more than 5 ECTS in the case of programmes with an ECTS weighting of 30 – 55 for the stage (year).
2. not more than10 ECTS in the case of programmes with an ECTS weighting in the range 60 – 85 for the stage (year).

Compensation is only applied when the overall mark is being calculated at the completion of a stage (year). If, after the end of year Examination Board (June) for first sitting of examinations results (i.e. Semester 1 and Semester 2 examinations), a student has marks in the range 35-39% in excess of the permitted compensation provision ECTS for that stage (year) of the programme, as outlined in bullet points 1-2 above, he/she will be required to re- sit all modules with a mark of less than 40% at the second sitting examinations (i.e. August repeat examinations).

In some programmes, Compensation may not be allowed in core or mandatory prescribed modules or groups of modules, as to do so would undermine the achievement of the learning outcomes for the Programme. These specific regulations will be set out in the College's **Programme Descriptions and Regulations** for the relevant degree programmes.

### *7.1 Capping of Examination Marks*

With effect from the academic year 2015/16 the maximum mark which may be awarded at a repeat examination of a module will be the pass mark for the module, viz. 40%.

There are exceptions in the case of some modules in programmes in the School of Nursing, the School of Political Science and Sociology and the Master of Accounting programme in the J E Cairns School of Business and Accounting, where the maximum mark which may be awarded will be 50%, viz. the pass mark for modules on those programmes. Information on these modules/programmes is available from the Schools.

### *7.2 Arrangements for the Implementation of Capping Provisions*

Capping will be applied to postgraduate taught programmes as follows:

1. Academic year 2015-16:
   - Capping applies to all postgraduate programmes commencing in September 2015.
   - Capping does not apply to students who are commencing *final year of a two, three or four-year programme in September 2015.*

2. Academic year 2016-17:
   - Capping applies to *all* years of taught postgraduate programmes commencing in September 2016.
   - Capping applies to students who are returning to complete a taught postgraduate programme after having availed of a period of leave-of-absence, or other such gap in their studies, whether or not such leave was approved by the University

Capping will apply in all cases, as outlined above, unless a deferral has been granted, see Section 9 of this document regarding the University's Deferral Application Procedures.

## *8. Awards of Honours*

Honours are awarded only on completion of the programme according to the following scheme:

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

Note (1): Honours are awarded only on the aggregate performance at an Examination as a whole. Honours are not awarded on the basis of results obtained in individual modules.

Note (2): Credit awarded on the basis of a prior award or on the basis of Recognition of Prior Learning (RPL) will be grade neutral and will not be taken into account in the calculation of honours.

## *9. Deferral Provision*

Application for permission to defer taking a module or modules to a subsequent examination session must be made in accordance with the Deferral Application Procedures of the University, as outlined in the Deferral of Examinations Guidelines for students:

https://www.universityofgalway.ie/media/registry/exams/QA234---Deferral-of-Examinations---A-guide-for-students.pdf

## *10. Transcripts*

Student transcripts will include details of all modules for which a mark has been entered. The Programme Honours Standard reported will be as for the grade bands set in 6 above. The only additional or alternative annotations will be:

- Exempt
- Absent
- Pass
- Pass by Compensation
- Deferred
- Incomplete
- Audit
- Fail

## *11. Dealing with Exceptions or Deviations*

Only in exceptional circumstances will deviations be permitted from these regulations. A **structural deviation** is a significant and permanent change to these regulations which might be authorised for one or more programmes. Where a **structural deviation** is required for sound academic purposes, application must be made to the Academic Regulations Committee of Academic Council's Standing Committee, which shall recommend to Academic Council Standing Committee in the matter of applications received. A **concession** is the granting of explicit permission by the Standing Committee, following consideration and recommendation by the Academic Regulations Committee, to permit the deviation of a programme of study from these prescribed regulations. A **concession** may be required in occasional circumstances and will be a matter for Academic Council Standing Committee, following consideration and recommendation by the Academic Regulations Committee.

# MARKS & STANDARDS FOR ALL STRUCTURED PHD PROGRAMMES

## *1. Introduction*

These general regulations apply to all Structured PhD programmes in the University. Every PhD programme **must comply** with these regulations unless otherwise provided as per section 9 below. Students must also refer to the specific College PhD programme regulations and requirements and the University's Guidelines for Research Degree Programmes.

These regulations are approved by the University's Academic Council and are regulated and reviewed by the Academic Council's Standing Committee, following prior consideration by the Academic Regulations Committee. The Academic Regulations Committee is comprised of the Registrar and Deputy-President (Chair), Academic Secretary, Deans of College, another representative from each College, the Dean of Graduate Studies and the Director of Adult Education. Relevant administrative staff will be in attendance at the Committee's meetings. The Committee reports to Standing Committee of Academic Council.

## *2. PhD Programme Structure*

PhD programmes are aligned with Level 10 of Ireland's National Framework of Qualifications. A full-time PhD programme is normally of 4 years duration and a part-time PhD programme is normally of 6 years duration.

The University's awards and programmes are organized in accordance with the European Credit Transfer System (ECTS). The Structured PhD **Programme requires successful completion and examination of the research thesis and 30 ECTS of modules, approved by the student's Graduate Research Committee (GRC).** Each module is a unit of teaching and learning formally offered within the University* and carrying credit expressed as a number of credit points in accordance with the ECTS.

The programme of modules should be discussed with the student's supervisor and agreed by her/his GRC. Full-time students will normally take modules to a weighting of 30 ECTS over Years 1-3 of their PhD programme. In exceptional circumstances students may be allowed to take modules in Year 4, subject to the agreement of the student's GRC. In the case of part- time students, the GRC will specify an appropriate schedule for taking the modules of the programme

***In no case will a student be allowed present her/his thesis until her/his GRC has verified that she/he has successfully completed approved modules to a total of 30 ECTS***

*The University, through the relevant College, may approve courses at another University or Institute towards the 30 ECTS of modules.

## *3. Module Descriptions and Weightings*

The modules will have prescribed **Learning Outcomes**, and carry credit expressed as a number of credit points in accordance with the European Credit Transfer System. **Module Descriptions** will be specified in the University's central Curriculum Management System and will be set out in the **Programme Descriptions and Regulations.**

***Individual modules will have an ECTS credit weighting of 5 ECTS, or may be expressed in whole multiples of 5 ECTS where good academic practice requires larger units of study.***

## *4. Arrangements for Assessment and Formal Examination of Modules*

Modules on PhD programmes are assessed on a **credit awarded/credit not awarded** basis. Credit will be awarded where the student achieves the minimum passing mark required for the module (normally 40%).

The University's standard examination periods are

- End of semester 1
- End of Semester 2
- Repeat (of Semester 1 and 2) Examinations (August).

Modules may be assessed in any combination of formal examinations, assignments, projects, essays, papers, reports, presentations & debates, locally-set exercises, laboratory or field- work, or other experiential learning.

Where different components of assessment (course work, laboratory work, continuous assessment, final assessment, etc.) within a module contribute to the final grade it shall **not normally** be a requirement that any one of these components be separately passed. Only an overall result for the module will be returned. **A mark of 'Incomplete' must be returned to the Examinations Office where there is a requirement that an element(s) of a module be passed, and that element(s) is not passed. A student is required to retake all elements of an incomplete module** unless the relevant College provides by regulation that students be exempt from retaking specific components.

College level provisions should be the same across all programmes and modules in a College.

Marks for components of a module (i.e. sub-module assessment elements) from previous attempt(s) do not carry forward from one assessment to the next unless the relevant College has made provision to exempt student from retaking specific components for academic reasons.

Where modules are examined by means of a **formal examination** paper administered by the University's Examinations Office and time-tabled centrally, the examination will be of standard **two hours duration**. Where a module weighting is greater than 5 ECTS, the formal examination may be broken into a number of 2 hour papers or one 2 hour paper and alternate assessment methods (e.g. A 10credit year-long module might attract two 2 hour examinations).

***No compensation provision applies in the case of modules taken as part of a structured PhD programme.***

Application for permission to defer taking a module or modules to a subsequent examination session must be made in accordance with the Deferral Application Procedure of the University.

## *5. Progression*

The PhD Progression Board is the formal progression authority for each College. Chaired by the Dean, the Board is made-up of academic staff members of the College and extern examiners from the relevant disciplines, or from the Colleges responsible for multi-College programmes. Only those decisions approved by the Progression Board will be formally recognized by the University. The Progression Board of each College will meet in July of each year and will consider the recommendations of relevant Graduate Research Committees.

Progression will be based upon the recommendation of the GRC to the Progression Board. The Progression Board will determine, in respect of each student, whether he/she should:

- Continue with PhD (i.e. progress to the following year)
- Transfer to another Programme (Indicate which Programme, e.g. a Masters degree)
- Leave PhDprogramme

- Note that student has discontinued studies
- Note that PhD degree has been awarded.

## *6. Examination of PhD Thesis*

Arrangements in respect of the examination of the PhD Thesis are set out in the University's Guidelines for Research Degree Programmes

https://www.universityofgalway.ie/media/graduatestudies/files/university_guidelines_for_research_degree_programmes.pdf

## *7. Award of Degree*

Standing Committee of Academic Council, having considered the report of the Examiners, takes one of the following decisions in relation to the Ph D thesis:

- Award PhD
- Award PhD, but insist on typographical corrections (1 month)
- Award PhD, but insist on corrections in content (1 month)
- Award PhD, but insist on corrections in content (3 months)
- Refer; permit submission of a revised thesis with second *viva* required (1 year)
- Award a Master's degree
- Award a Master's degree, subject to typographical corrections
- Award a Master's degree, subject to corrections in content
- Reject, with no recommendation as to resubmission.

Honours are not awarded in connection with the award of a PhD or in respect of the modules taken, individually or collectively.

## *8. PhD Transcripts*

Transcripts will show

- PhD awarded
- List of modules taken and for which credit was awarded as part of the programme – ECTS credits awarded per module and total awarded for modules
- The title of the thesis for which the PhD was awarded (subject to systems development.)
- The date on which the award was approved by Standing Committee of Academic Council (subject to systems development).

## *9. Dealing with Exceptions or Deviations*

Only in exceptional circumstances will deviations be permitted from these regulations. A **structural deviation** is a significant and permanent change to these regulations which might be authorized for one or more programmes. Where a **structural deviation** is required for sound academic purposes, application must be made to the Academic Regulations Committee of Academic Council's Standing Committee, which shall recommend to Academic Council Standing Committee in the matter of applications received. A **concession** is the granting of explicit permission by the Standing Committee, following consideration and recommendation by the Academic Regulations Committee, to permit the deviation of a programme of study from these prescribed regulations. A **concession** may be required in occasional circumstances and will be a matter for Academic Council Standing Committee, following consideration and recommendation by the Academic Regulations Committee.

# Marcanna & Caighdeáin do gach scrúdú Iarchéime Teagaisc Máistreachta, Dioplóma Iarchéime, Ard-Dioplóma, Dioplóma Gairmiúil agus Teastas Iarchéime (Lánaimseartha agus Páirtaimseartha) agus an LLB.

**Stádas na Cáipéise: Faofa – 14/05/2013. Cuimsítear na leasuithe a d'aontaigh an Coiste Seasta an 13/08/2015.**

## *1. Réamhrá*

Baineann na rialacháin ghinearálta seo le gach scrúdú Iarchéime Teagaisc Máistreachta, Dioplóma Iarchéime, Ard-Dioplóma, Dioplóma Gairmiúil agus Teastas Iarchéime (Lánaimseartha agus Páirtaimseartha) san Ollscoil. Caithfidh gach Máistreacht Teagaisc Iarchéime, Dioplóma Iarchéime, Ard-Dioplóma, Dioplóma Gairmiúil agus Teastas Iarchéime (Lánaimseartha agus Páirtaimseartha) **cloí** leis na rialacháin seo mura ndéanfar foráil dá mhalairt de réir chuid 9 thíos Caithfidh mic léinn aird ar leith a thabhairt ar rialacháin agus ar riachtanais chláir chuí an Choláiste.

Tá na rialúcháin seo faofa ag Comhairle Acadúil na hOllscoile agus rialaithe agus leasaithe ag Coiste Seasta na Comhairle Acadúla, i ndiaidh dóibh a bheith réamh-mheasta ag Coiste na Rialachán Acadúil. Tá an Meabhránaí agus Uachtarán Ionaid (Cathaoirleach), Déin na gColáistí agus ionadaí eile ó gach Coláiste agus an Stiúrthóir Foghlama Fadsaoil ar Choiste na Rialachán Acadúil. Bíonn foireann riaracháin chuí i láthair ag cruinnithe an Choiste. Tuairiscíonn an Coiste do Choiste Seasta na Comhairle Acadúla.

## *2. Curaclaim nagClár*

Tá cláir na hOllscoile eagraithe de réir an Chórais Eorpaigh Aistrithe Creidiúna (ECTS). Tá na **Cláir** roinnte ina n-aonaid staidéir ar a dtugtar **Modúil**. Is aonad teagaisc agus foghlama gach Modúl a chuirtear ar fáil go foirmiúil san Ollscoil agus a bhfuil creidiúint ag dul leis a chuirtear in iúl i bhfoirm pointí creidiúna de réir an Chórais Eorpaigh Aistrithe Creidiúna (ECTS).

Tá luach creidiúna comhiomlán leagtha síos do chlár de réir an Leibhéil Staidéir mar atá socraithe i gCreatoibre Náisiúnta na gCáilíochtaí (NFQ) in Éirinn. Tá Torthaí Foghlama leagtha síos do gach modúl agus don chlár ina iomlán. **Cur Síos agus Ualú na Modúl**

## *3. Cur Síos na Modúl*

Beidh **Sonraíochtaí Modúil** sonraithe i **dTaisce Modúl** lárnach (nó córas "Bainisteoir Modúl") na hOllscoile agus beidh sé leagtha amach sna **Sonraíochtaí agus sna Rialacháin** do gach clár sa Choláiste.

***Beidh ualú creidiúnaithe 5 ECTS ag dul le modúil aonair, ach féadfar iad a thabhairt ina n-iolraithe slána 5 ECTS sa chás go n-éilítear aonaid léinn níos mó de réir dea-chleachtais acadúil.***

Bronnfar creidmheas ar mhic léinn a bhaineann 40% amach i modúl (féach ar na forálacha a bhaineann le cúiteamh ag 5.5 thíos).

## *4. Socruithe Measúnuithe agus Scrúduithe Foirmiúla*

Bíonn scrúduithe na hOllscoile ar Chláir Teagaisc Iarchéime ar siúl go hiondúil

- Deireadh an Chéad Seimeastair
- Deireadh an Dara Seimeastair
- Lúnasa, i gcás cláir a mhaireann 3 sheimeastar agus a chríochnaíonn i mí Lúnasa
- Athscrúduithe (Seimeastar 1 agus 2) (Lúnasa).

Má theastaíonn scrúduithe taobh amuigh de na hamanna seo caithfear cead a fháil roimh ré ó Choiste na Rialachán Acadúil.

Reáchtálfar athscrúduithe do gach clár agus modúl ach amháin má fhaightear faomhadh an Choiste um Rialacháin Acadúla roimh ré gan athscrúdúithe a reáchtáil. Beidh na hathscrúduithe do mhodúil Sheimeastar 1 agus 2 ar siúl i mí Lúnasa. Ní bheidh na hathscrúduithe do mhodúil a scrúdaíodh i mí Lúnasa ar siúl go dtí an Lúnasa ina dhiaidh sin.

Cuirtear roinnt Máistreacht Teagaisc Iarchéime, Dioplóma Iarchéime, Ard-Dioplóma, Dioplóma Gairmiúil agus Teastas Iarchéime (Lánaimseartha agus Páirtaimseartha) ar fáil thar thrí sheimeastar, ag críochnú i mí Lúnasa, agus beidh riachtanais i ndáil le gach clár chun ábhar a chur isteach le scrúdú i mí Lúnasa nó Meán Fómhair.

Féadfar modúil a mheas le meascán ar bith de scrúduithe foirmiúla, miontráchtas, measúnuithe, tionscadail, aistí, páipéir, tuairiscí, cuir i láthair & díospóireachtaí, ceachtanna, obair shaotharlainne nó obair allamuigh, nó foghlaim eile ó thaithí.

Sa chás gur scrúdú i bhfoirm **páipéar scrúdaithe foirmiúil** a bhíonn le déanamh don mhodúl agus go mbeidh sé riartha ag Oifig na Scrúduithe agus le cur ar an amchlár go lárnach, mairfidh an scrúdú **dhá uair an chloig** de ghnáth. Sa chás go bhfuil ualú níos mó ná 5 ECTS ag modúl, féadfar roinnt páipéar dhá uair an chloig a chur isteach sa scrúdú foirmiúil nó páipéar amháin dhá uair an chloig agus modhanna measúnaithe eile (e.g. d'fhéadfadh dhá scrúdú dhá uair an chloig a bheith mar chuid de mhodúl 10 gcreidiúint). I gcásanna eisceachtúla, má éilíonn cúiseanna measúnuithe acadúla níos daingne scrúduithe níos faide, d'fhéadfaí scrúduithe 3 huaire an chloig (nó níos faide) a reáchtáil. Caithfear cead a fháil roimh ré ó Choiste na Rialachán Acadúil sula gceadófar é seo.

## *5. Teorainn ama chun Cláir a churigCrích*

Leagfaidh Coláistí amach i Rialacháin na gClár na teorainn ama ina gcaithfear Máistreacht Teagaisc Iarchéime, Dioplóma Iarchéime, Ard-Dioplóma, Dioplóma Gairmiúil agus Teastas Iarchéime (Lánaimseartha agus Páirtaimseartha) a chur i gcrích. Tiocfaidh deireadh leis an gcreidiúint do mhodúil áirithe ag deireadh na teorann ama mura ndéanfaidh an Coláiste foráil dá mhalairt.

## *6. Pas agus Dul ar Aghaidh*

Is é an Bord Scrúdaithe an t-údarás foirmiúil scrúduithe do gach Coláiste agus do gach seisiún scrúduithe. Is é an Déan a bhíonn ina Chathaoirleach agus bíonn comhaltaí acadúla an Choláiste agus scrúdaitheoirí seachtracha ó na disciplíní éagsúla nó ó na Coláistí atá freagrach as cláir idir Coláistí a bhíonn ar an mBord. Caithfidh cinntí a bheith faofa ag an mBord Scrúdaithe chun aitheantas foirmiúil a fháil mar thorthaí oifigiúla scrúduithe Ollscoile - maidir le Pas, Dul ar Aghaidh, Onóracha agus ligean do mhac léinn scrúdú a chur siar.

**Reáchtálfar Boird Scrúdaithe nuair a chríochnófar clár agus ag deireadh gach bliana**. Cinnfidh an Bord Scrúdaithe ag deireadh an chláir an toradh foriomlán agus déanfaidh sé iarratas ar fhorálacha cúitimh. Cinnfidh an Bord Scrúdathe ag deireadh na bliana an mbeidh mac léinn incháilithe le dul ar aghaidh chuig an gcéad bhliain eile den chlár.

## *7. Dul ar aghaidh*

Má mhaireann clár teagaisc níos faide ná bliain caithfidh bliain a bheith curtha i gcrích go sásúil ag mac léinn sula bhféadfaidh sé/sí clárú don bhliain dar gcionn.

## *8. Pas*

**40% an marc pas ar gach modúl.** Sa chás go bhfuil measúnuithe éagsúla le déanamh (obair chúrsa, obair shaotharlainne, measúnú leanúnach, measúnú deiridh, etc.) sa mhodúl chun an grád deiridh a bhaint amach **ní gá** pas a bhaint amach in gach ceann de na measúnuithe seo de ghnáth. Ní thabharfar ach marc foriomlán don mhodúl ar ais don mhac léinn. Ní thabharfar marcanna do gach measúnú mar chuid de mhodúl.

**Caithfear marc 'Neamhiomlán' a thabhairt d'Oifig na Scrúduithe má bhíonn riachtanas ann go gcaithfear gné(ithe) de mhodúl a phasáil agus nach bhfuil an ghné/na gnéithe sin pasáilte. Caithfidh mac léinn gach gné de mhodúl neamhiomlán a dhéanamh arís** mura bhfuil sé sna rialacháin ag an gColáiste cuí go mbeadh mic léinn díolmhaithe ó mheasúnuithe áirithe a dhéanamh arís.

Ba chóir go mbeadh forálacha ag leibhéal an Choláiste mar a chéile do gach clár agus gach modúl sa Choláiste.

## *9. Marcanna a Thabhairt ar Aghaidh*

Gheobhaidh mac léinn creidiúint as modúil a pasáladh agus ní bheidh air/uirthi aon scrúdú a athshuí má baineadh 40% ar a laghad amach sa mhodúl taobh istigh den teorainn ama a leagadh amach sna rialacháin maidir le tréimhse áirithe a chríochnú go rathúil (féach cuid 5 thuas).

### *6.1. Ábhar le Meas san Athscrúdú*

Ní féidir marcanna as measúnuithe an mhodúil (i.e. sub-module assessment elements) a rinneadh cheana a thabhairt ar aghaidh don chéad bhabhta eile mura mbeidh foráil déanta ag
an gColáiste díolúine a thabhairt do mhac léinn ó mheasúnuithe áirithe a dhéanamh ar chúiseanna acadúla.

### *6.2. Cúiteamh maidir le Cláir Bhliana*

Ní chuirfear cúiteamh i bhfeidhm ach i gcásanna ina gceadófar don mhac léinn an clár a chríochnú go rathúil ar an iomlán.

40% an marc pas ar gach modúl. Measfar, áfach, go bhfuil pas bainte amach ag mac léinn a bhfuil níos lú ná 40% aige/aici i modúl amháin nó níos mó más rud é

- gurb é 40% ar a laghad an marc comhiomlán do gach modúl **agus**
- gurb é 35% nó os a chionn an marc i ngach modúl **agus**
- an modúl/na modúil nach bhfuil na marcanna sa réimse 35-39% san iomlán

1. níos mó ná 5 ECTS i gcás cláir le hualú ECTS 30 – 55
2. agus nach bhfuil níos mó ná 10 ECTS i gcás na gclár a bhfuil ualú ECTS acu sa réimse 60 - 85
3. agus nach bhfuil níos mó ná 15 ECTS i gcás cláir le hualú ECTS 90 nó os a chionn.

Tabhair faoi deara: ní bheidh cúiteamh i gceist i gcás na gclár a bhfuil ualú ECTS níos lú ná 30 leo.

Má dhéantar marcanna a thabhairt ar aghaidh ní dhéantar neamhbhailí an cumas le cúiteamh a chur i bhfeidhm.

Nuair atá pas bainte amach i modúl le cúiteamh, beidh marc an mhodúil le feiceáil ar na tras- scríbhinní agus Pass le Cúiteamh mar ghrád.

I roinnt clár, d'fhéadfadh sé nach mbeadh cead Cúiteamh a thabhairt i gcroímhodúil nó i modúil éigeantacha nó grúpaí modúl, mar dá ndéanfaí a leithéid d'fhéadfaí an bonn a bhaint de thorthaí foghlama an Chláir. Beidh na rialacháin shonracha seo leagtha amach i Sonraíochtaí agus Rialacháin Cláir an Choláiste do na cláir léinn chuí.

### *6.6 Cúiteamh maidir le Cláir a mhairfidh níos faide ná Bliain agus an LLB páirtaimseartha.*

I gcás cláir a mhaireann níos faide ná bliain amháin cuirfear cúiteamh i bhfeidhm má chomhlíontar na critéir seo a leanas.

40% an marc pas ar gach modúl. Measfar, áfach, go bhfuil pas bainte amach ag mac léinn sa tréimhse (bliain) den chlár más rud é go bhfuil níos lú ná 40% aige/aici i modúl amháin nó níos mó más rud é

- gurb é 40% ar a laghad an marc comhiomlán do gach modúl **agus**
- gurb é 35% nó os a chionn an marc i ngach modúl **agus**
- an modúl/na modúil nach bhfuil na marcanna sa réimse 35-39% san iomlán

1. gan a bheith níos mó ná 5 ECTS i gcás cláir le hualú ECTS 30 – 55 don tréimhse (bliain).
2. agus nach bhfuil níos mó ná 10 ECTS i gcás na gclár a bhfuil ualú ECTS acu sa réimse 60 - 85 don tréimhse (bliain).

Ní chuirtear cúiteamh i bhfeidhm ach nuair atá an marc iomlán á ríomh ar chríochnú na tréimhse (na bliana). Más rud é, ag Bord Scrúdaithe dheireadh na bliana (Meitheamh) don chéad suí de thorthaí na scrúduithe (i.e. scrúduithe Sheimeastar 1 agus Sheimeastar 2), go bhfuil marcanna sa réimse 35-39% ag mac léinn sa bhreis ar an gcúiteamh ECTS a cheadaítear ECTS don tréimhse (bliain) sin den chlár, mar a mhínítear i bpointí 1-2 thuas, caithfidh sé/sí gach modúl ar mharc níos ísle ná 40% a athshuí ag an dara suí de na scrúduithe (i.e. athscrúduithe mhí Lúnasa).

I roinnt clár, d'fhéadfadh sé nach mbeadh cead Cúiteamh a thabhairt i gcroímhodúil nó i modúil éigeantacha nó grúpaí modúl, mar dá ndéanfaí a leithéid d'fhéadfaí an bonn a bhaint de thorthaí foghlama an Chláir. Beidh na rialacháin shonracha seo leagtha amach i Sonraíochtaí agus Rialacháin Cláir an Choláiste do na cláir léinn c

## *7.1 Marcanna Scrúdaithe a Uasteorannú*

Le héifeacht ón mbliain acadúil 2015/16 is é pasmharc an mhodúil, viz 40%, an t-uasmharc is féidir a bhronnadh nuair a bheidh modúl á athscrúdú.

Tá eisceacht amháin i gcás roinnt de na modúil ar chláir Scoil an Altranais is é an marc is airde a bhronnfar ná 50%, is é sin an marc chun pas a fháil sna modúil ar na cláir sin. Tá eolas faoi na modúil sin ar fáil ó Scoil an Altranais.

## *7.2 Socruithe maidir le hUasteorannú a chur i bhfeidhm*

Beidh uasteorannú i bhfeidhm do gach clár teagaisc iarchéime mar seo a leanas:

1. An bhliain acadúil 2015-16:
   - Beidh uasteorannú i bhfeidhm do gach clár iarchéime a gcuirfear tús leis i mí Mheán Fómhair 2015.
   - Ní bheidh uasteorannú i bhfeidhm i gcás mic léinn a chuireann tús le Bliain a dó de chlár dhá bhliain i mí Mheán Fómhair 2015.

2. An bhliain acadúil 2016-17:
   - Beidh uasteorannú i bhfeidhm i *ngach* bliain de chlár iarchéime a gcuirfear tús leis i mí Mheán Fómhair 2016.
   - Beidh uasteorannú i bhfeidhm i gcás mic léinn a thagann ar ais chun a gclár teagaisc iarchéime a chríochnú i ndiaidh dóibh leas a bhaint as saoire neamhláithreachta nó briseadh de chineál eile a ghlacadh óna gcuid staidéir, is cuma má bhí, nó mura raibh an tsaoire sin faofa ag an Ollscoil.

Cuirfear uasteorannú i bhfeidhm i ngach cás, mar atá leagtha amach thuas, mura bhfuil cead faighte an scrúdú a chur siar, féach Cuid 9 den cháipéis seo maidir le Nósanna Imeachta na hOllscoile i leith Scrúdú a Chur Siar.

## 8. Onóracha a Bhronnadhn

Ríomhtar onóracha ar chríochnú an chláir de réir na scéime seo a leanas.

| | |
|---|---|
| H1 | comhiomlán 70% |
| H2.1 | comhiomlán 60% |
| H2.2 | comhiomlán 50% |
| H3 | comhiomlán 40% |

Nóta (1): Bronntar onóracha ar an gcaoi a n-éiríonn leis an mac léinn ar an iomlán sa Scrúdú ina iomláine. Ní bhronntar onóracha ar na torthaí a fhaightear i modúil ar leith.
Nóta (2): Tabharfar grád neodrach do chreidiúint a bhronntar ar réamhfhoghlaim nó ar A i t h ean t as Réamhfhoghlama (RPL) agus ní chuirfear san áireamh é agus onóracha á ríomh.

## 9. Modúl a chur siar

Caithfear iarratas a dhéanamh ar chead modú(i)l a chur siar go dtí seisiún scrúdaithe eile de réir Nósanna Imeachta na hOllscoile atá i bhfeidhm maidir le Scrúdú a Chur Siar, mar atá leagtha amach i dTreoirlínte do mhic léinn maidir le scrúduithe a chur siar:

https://www.universityofgalway.ie/media/uncategorised/deferral_of_examinations_guide_for_students.pdf

## 10. Athscríbhinní

Beidh sonraí maidir le gach modúl a bhfuil marc faighte ina leith le feiceáil ar thrascríbhinní na mac léinn. Beidh Caighdeán Onóracha na Céime a thuairisceofar bunaithe ar na bandaí gráid ag 6 thuas. Is iad seo a leanas na nótaí eile a bheidh le feiceáil:

- Díolúinte
- As láthair
- Pas
- Pas trí Chúiteamh
- Curtha siar
- Neamhiomlán
- Iniúchadh
- Teip

## 11. Déileáil le hEisceachtaí nó Athruithe

Ní ghlacfar le haon athruithe ar na rialacháin seo ach i gcásanna eisceachtúla amháin. Is éard is **athrú struchtúrtha** ann athrú suntasach buan ar na rialacháin seo a d'fhéadfaí a cheadú do chlár amháin nó níos mó. Sa chás go dteastaíonn **athrú struchtúrtha** chun críche acadúla, caithfear iarratas a dhéanamh ar Choiste na Rialachán Acadúil de chuid Choiste Seasta na Comhairle Acadúla, agus déanfaidh an Coiste sin moladh do Choiste Seasta na Comhairle Acadúla maidir leis na hiarratais a fhaightear. Is éard is lámhaltas ann an Coiste Seasta ag tabhairt cead sonrach, i ndiaidh breithniú agus moladh a bheith déanta ag Coiste na Rialachán Acadúil, clár staidéir a athrú ó na rialacháin atá leagtha síos. D'fhéadfadh **lámhaltas** a bheith ag teastáil ó thráth go chéile agus is faoi Choiste Seasta na Comhairle Acadúla cinneadh a dhéanamh ina leith, i ndiaidh breithniú agus moladh a bheith déanta ag Coiste na Rialachán Acadúil.

# MASTER OF ACCOUNTING

## POSTGRADUATE DIPLOMA IN PROFESSIONAL ACOUNTING

### *Programme Objective:*

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

### *Entry Requirements:*

To be eligible for admission to the programme, applicants must hold a first or upper second class honours degree in Business or Commerce, with a significant specialisation in Accounting, including particular specialisations and professional accounting exemptions as specified by the Accounting Discipline

The number of places on the programme will be limited, and not all applicants who meet the minimum criteria can be guaranteed admission.

### *Programme Duration:*

The programme is a one-year full-time course, commencing in September each year. Most modules are taught either in Semester I or in Semester II and are examined at the end of the semester in which they are taught. Repeat examinations are held in Autumn. The module AY537 Skills for Accounting Research and Practice is taught over the full academic year, with a result in this module determined at the end of Semester II, and a repeat sitting at Autumn. The module AY518 Accounting Research Project (which requires completion of two summer schools or a dissertation) is completed after the Semester II examinations, with a result in this module determined in Autumn. Dates for the work in AY518 are determined by the Accounting Discipline.

The pass mark in each module is 50%. Compensation is not permitted. Candidates are exempted from further examination in modules passed. Candidates must complete all requirements for the programme within two years of commencement.

A candidate who has passed all of the modules other than AY518 Accounting Research Project 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*

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5100 | Taxation I | 5 | (Core) |
| AY5103 | Management Accounting | 5 | (Core) |
| AY5104 | Investment and Financing Decisions | 5 | (Core) |
| AY5116 | Auditing 1 | 5 | (Core) |
| AY5118 | Advanced Financial Accounting I | 5 | (Core) |

*Elective Modules (choose one - subject to availability)*

| | | |
|---|---|---|
| MG571 | Strategic Management | 5 |
| MS5128 | Decision Theory, AI and Analytics | 5 |
| AY5137 | Measurement and Reporting for Sustainable Organisations | 5 |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| AY5101 | Taxation II | 5 (Core) |
| AY5140 | Management Control for Sustainable Organizations | 5 (Core) |
| AY5105 | Corporate Finance | 5 (Core) |
| AY5117 | Auditing II | 10 (Core) |
| AY5119 | Advanced Financial Accounting II | 10 (Core) |
| AY537 | Skills for Accounting Research & Practice | 5 (Core) |

***Year Long***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY518 | Project | 20 | (Core) |

## Syllabii

***AY5100 - Taxation I***
The objective of this course is to provide an insight into and appreciation of the impact of taxation on business and business decisions. It will assist students to understand and apply the legislation, procedure and practices governing Capital Gains Tax. It will also provide an understanding of the theoretical basis for taxation and address ethical, and international aspects of taxation.

***AY5101 - Taxation II***
The objective of this course is to provide an insight into and appreciation of the impact of taxation on business and business decisions. It will assist students to understand and apply the legislation, procedure and practices governing Corporation Tax and Capital Acquisitions Tax. It will also build on the content covered in Taxation I (AY5100) to aid students in assessing and evaluating tax policy.

***AY5140 - Management Control for Sustainable Organizations***
To address the grand challenge of sustainable global development and innovation, management need effective decision-making processes and suitable tools to measure the multiple dimensions of performance. Topics covered in this course include the types of management control practices adopted by organisations, key issues in performance measurement incorporating triple bottom line outcomes, the role of financial and nonfinancial data in decision-making processes, divisional performance evaluation and transfer pricing mechanisms.

***AY5103 - Management Accounting***
The objective of this module is to facilitate students in developing and applying a comprehensive understanding of the role of management accounting information in business decision-making, especially the analysis of complex and unstructured decision situations in a strategic context. The module explores the role of management accounting information in supporting the strategic management processes in an organisation, including strategic cost management and strategic pricing. The module also addresses the design and application of costing systems (both traditional and innovative) in ways which recognise context-specific considerations of a technical, managerial, and cost-benefit nature. Furthermore, the module addresses the strategic importance of performance measurement systems which use both financial and nonfinancial measures of performance.

***AY5104 - Investment and Financing Decisions***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in investment and financing decision-making, especially the analysis of complex structured and unstructured decision situations in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic capital investment and financing decision-making processes in an organisation.

***AY5105 - Corporate Finance***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in strategic financial decision-making contexts in particular in financing and valuation decisions giving detailed consideration to risk. The module focuses on decision-making under conditions of uncertainty and requires consideration of theoretical and real-world conditions in financial decision- making in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic investment, financing and related decision-making processes in an organisation.

***AY5116 - Auditing I***
The objective of this course is to give students a professional understanding of the role and function of the External Auditor, the principles that underpin modern auditing and the fundamental core processes involved in the audit of the Financial Statements of a corporate entity. As well as focusing on the role of Auditing in a business and societal context, this module will introduce students to the domestic and European legal and regulatory auditing environment and the challenges for auditing in the modern era.

***AY5117 - Auditing II***
This module will build on the module Auditing I' which is a prerequisite to this module. The module will extend students understanding of approaches to auditing addressing complex areas such as 'Going Concern' and audit completion obligations and challenges. Further, the nodule will address the preparation of complex and qualified audit reports, and the auditor's responsibilities to report to relevant bodies other than the organisation's members especially in cases of fraud. Finally, the module will cover approaches to auditing in IT settings and approaches to sampling in an auditing context.

***AY5118 - Advanced Financial Reporting***
The objective of this module is to develop students' understanding of the regulatory framework for the international financial reporting. They will build a conceptual understanding of advanced problems of financial reporting together with the ability to apply complex international financial reporting standards (IFRS) to practical situations. Students will consolidate their ability to prepare and analyse complex financial statements.

***AY5119 - Advanced Financial Reporting I***
The objective of this module is to develop students' conceptual understanding of advanced problems of financial reporting and their ability to apply international financial reporting standards (IFRS) to practical situations. Students will consolidate their ability to prepare complex group financial statements.

***AY5137 - Measurement and Reporting for Sustainable Organisations***
The objective of this module is to introduce students to the key global challenges and underlying causes driving sustainable business transformation and to evaluate the role of measurement and reporting in achieving such transformation. Students will be introduced to approaches to measurement and the design of control systems to support to support decision making for sustainable organisations. Students will learn about the developing legal and regulatory frameworks for corporate reporting on sustainability and evaluate the motivation, opportunity and rationales for misrepresentation of such reports.

***AY518 - Research Project***
The objective of this module is to familiarise students with a range of contemporary global issues that influence how businesses operate, and how management both accounts for the stewardship of the business, and, assesses the management of organisational performance. This module will involve opportunities for students to gain a deeper understanding of these matters and be able to critically assess the implications these issues have for businesses and performance measurement. The module also aims to broaden students' skills in assessing organisational performance.

***AY537 - Skills for Accounting Research and Practice***
The objective of this module is to develop students' skills for a transformed accounting and finance profession. While technical skills remain critical, accountants are increasingly expected to demonstrate robust communication, presentation and analytical skills. This module is designed to address these requirements and thus develop students' employability skills. Excel is extensively used within the accounting profession, however many users only use a limited range of features. Covering more advanced Excel techniques makes users more productive and efficient enabling manipulation of large complex data sets into useful insights. Advanced Excel skills is a key business proficiency in contemporary organisations, facilitating faster and better decision making.

***MG571 - 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.

***MS5128 - Decision Theory, AI and Analytics***
The objective of this course is to introduce students to the different aspects of decision theory, artificial intelligence (AI), and analytics for IS, and specifically how these apply to business.

# MASTER OF SCIENCE IN CORPORATE FINANCE

## *Programme Objectives*

The MSc in Corporate Finance is designed to equip you with analytical and decision-making skills relevant to the finance industry. It combines specialist knowledge, practical insight and an advanced understanding of corporate finance theory and practice. Potential careers include roles in investment banking, commercial banking, fund management, insurance, corporate finance services, and in finance divisions of firms in other industries and sectors.

## *Entry Requirements*

Applicants should normally hold a qualification from a university or other internationally recognised academic institution or authority, corresponding to a H2.1 undergraduate honours degree (NFQ Level 8 or international equivalent) in:
(a) Business/Commerce to include a number of quantitative subjects such as Economics or Finance; or
(b) A quantitative-based degree such as Engineering, Mathematics, Physics and Economics.

Applicants should have demonstrated strong academic ability (a H1 or H2.1, or equivalent) in a number of quantitative modules in their degree, such as mathematics, statistics, or econometrics. The qualification must include an element of quantitative techniques, for example, graduates of Business Studies, Engineering, Computer Science, other Sciences, Mathematics or other courses that have some quantitative content.

All applicants whose first language is not English, must present one of the following qualifications in the English language: IELTS (6.5 overall, with no less than 5.5 in any component), TOEFL (88) or PTE (61). Language test must be taken no more than two years prior to commencement of your programme at the University.

## *Programme Structure*

The programme will be offered on a full-time basis over one academic year. The programme will consist of lectures, practical classes, seminars and projects in the required subjects. To be eligible for the award of the MSc in Corporate Finance, candidates must successfully complete modules to a total of 90 ECTS.

## *Programme Content*

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5131 | International Financial Reporting and Analysis | 10 | (Core) |
| AY5106 | Accounting for Management | 5 | (Core) |
| AY5108 | Intermediate Corporate Finance | 5 | (Core) |
| EC5104 | Applied Portfolio Management | 10 | (Core) |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5109 | Advanced Corporate Finance | 5 | (Core) |
| EC5119 | Derivatives and Risk Management | 10 | (Core) |
| MG5113 | Business and Society | 5 | (Core) |

*Elective Modules - Choose 20 ECTS (subject to availability)*

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| AY5141 | Accounting and Management Control for Sustainable Organizations | 5 |
| AY5126 | Analytical and Communication Skills Development | 5 |
| AY5122 | Advanced International Financial Reporting & Analysis | 5 |
| AY5142 | Sustainable Accounting, Finance and Governance | 5 |
| EC5126 | Financial and Macroeconomic History | 10 |

***Semester 3*** *(choose 20 ECTS)*

| | | |
|---|---|---|
| AY5129 | Corporate Finance Placement | 20 |
| AY5128 | Summer Schools in Accounting & Finance: Contemporary Global Issues | 20 |

## Syllabii

***AY5106 - Accounting for Management***
The objective of this module is to facilitate students in developing and applying a comprehensive understanding of the role of management accounting information in business decision-making, especially the analysis of complex and unstructured decision situations in a strategic context. The module explores the role of management accounting information in supporting the strategic management processes in an organisation, including strategic cost management and strategic pricing. The module also addresses the design and application of costing systems (both traditional and innovative) in ways which recognise context-specific considerations of a technical, managerial, and cost-benefit nature.

***AY5141 - Accounting and Management Control for Sustainable Organizations***
To address the grand challenge of sustainable global development and innovation, management need effective decision-making processes and suitable tools to measure the multiple dimensions of performance. Topics covered in this course include the types of management control practices adopted by organisations, key issues in performance measurement incorporating triple bottom line outcomes, the role of financial and nonfinancial data in decision-making processes, divisional performance evaluation and transfer pricing mechanisms.

***AY5108 - Intermediate Corporate Finance***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in investment and financing decision-making, especially the analysis of complex structured and unstructured decision situations in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic capital investment and financing decision-making processes in an organisation.

***AY5109 - Advanced Corporate Finance***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in strategic financial decision-making contexts in particular in financing and valuation decisions giving detailed consideration to risk. The module focuses on decision-making under conditions of uncertainty and requires consideration of theoretical and real-world conditions in financial decision-making in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic investment, financing and related decision-making processes in an organisation.

***AY5122 - Advanced International Financial Reporting and Analysis***
The objectives of this course are to develop in students an awareness of the methods available for dealing with advanced problems of financial reporting, the ability to apply complex accounting standards to practical situations and to consolidate their ability to prepare and analyse company financial statements.

***AY5126 - Analytical and Communication Skills Development***
The objective of this module is to develop students' skills for a changing accounting and finance profession. The module focuses on the development of analytical, writing, presentation and employability skills.

***AY5128 - Summers Schools in A&F: Contemporary Global Issues***
The objective of this module is to familiarise students with a range of contemporary global issues that influence how businesses operate, and how management both accounts for the stewardship of the business, and, assesses the management of organisational performance. This module will involve opportunities for students to gain a deeper understanding of these matters and be able to critically assess the implications these issues have for businesses and performance measurement. The module also aims to broaden students' skills in assessing organisational performance.

***AY5129 - Corporate Finance Placement***
There is strong evidence to suggest that placements and work experience are extremely valuable to students, both in terms of their academic performance in their chosen profession and enhancing their employability. In the MSc in Corporate Finance we recognise that every student is different thus getting the 'fit' right between the student and the host company for placements is a priority for us. As placements are paid, employers regard students on this programme as real employees and expect them to bring value. Consequently, students are guaranteed to be challenged and supported simultaneously as they gain practical experience of working in the world of corporate finance. From the start we encourage students to look within in order to acknowledge who they truly are, what they like to do, what makes them happy, what they are really good at, what they would like to be really good at and to acknowledge their values, desires and ambitions. And then we actively help students to seek and secure a position in a company where they will thrive and grow, both personally and as a finance professional, over a 10-week paid professional placement.

***AY5142 - Sustainable Accounting, Finance and Governance***

Sustainability is a global priority and finance professionals have a crucial role to play in enabling organisations to align profitability and sustainability. The objective of this module is to provide students with a knowledge of sustainability issues and the practices of sustainable accounting, finance and governance. This module will explore how traditional corporate finance and accounting techniques are applied in a sustainable context. In addition, students will gain an understanding of how environmental, social and governance (ESG) criteria can inform decision making and shape organisational strategies.

***AY5131 - International Financial Reporting and Analysis***

This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. It is designed for students who have little or no previous knowledge of accounting. The course will provide a good basic foundation in Financial Accounting and Analysis and will also develop students' knowledge of the regulatory framework and ethical considerations which apply to international financial reporting. Students will enhance their ability to analyse financial statements by developing a conceptual understanding of the International Financial Reporting Standards (IFRS) covered, together with the ability to apply these standards to practical accounting problems and prepare and analyse financial statements.

***EC5104 - Applied Portfolio Management***

Successful portfolio management requires the development of a broad array of quantitative and qualitative skills, involving an analysis of both the investment instruments available in the capital market and the objectives and constraints of the ultimate investor. In addition, we will explore the linkages between portfolio management and modern risk management. This involves some interaction with the Semester 2 module EC568 Derivatives & Risk Management. We will also explore how to perform some of the quantitative analysis using Excel. This will be integrated into your year's work assignment. To facilitate your learning of Excel, a series of laboratory sessions will be scheduled later in the semester. Guest speakers from the financial services industry will give talks on aspects of portfolio management. Further details will be made available as the times and dates for these talks are confirmed.

***EC5119 - Derivatives and Risk Management***

This course is an introduction to modern derivatives and risk management. We begin by exploring the basic features of futures, swaps and options with an emphasis on economic intuition and understanding, although important quantitative techniques are developed. We use the insights developed in these topics to examine some well-known examples of derivatives mishaps and recent applications of derivatives, including credit derivatives and weather derivatives.

***EC5124 - Economics and the Global Economy (Not available in 2021/22)***

The aim of this module is to increase students' understanding of economics and economic issues in the global economy. Topics include the scope of economics, global economic issues, methodology and economic models, role of economic policy and policymakers, economic performance: measurement and analysis, and the economic and business environment.

***EC5126 Financial and Macroeconomic History***

Economists and financial market participants increasingly value the perspectives and insights offered by historical approaches. This module surveys the evolution of financial markets and institutions, and their relationships to the evolving global macroeconomic environment. Focussing initially on Europe and Atlantic economies, we survey the development of money, equity, foreign exchange, and government debt markets over historical time, exploring the availability of empirical evidence from diverse sources. There is a particular emphasis on how modern finance theory and empirical methods are both useful in, and challenged by, historical financial data. The coverage mainly relates to Europe, ranging about from the year 1000 to about 1800.

***MG5113 - Business & Society***

The module provides a comprehensive overview of the intersection between business and society, including the challenges facing organisations as they pursue global business activities. Ethics in business has grown to be of increasing importance in the world of today, as companies have been placed in the moral spotlight by shareholders, consumers, employees and governments. The growing complexities of the global economy demand a broader and a deeper view of the interaction between business and society than that offered by current management approaches that focus on reforming corporate behaviour. This module places business ethics in a richer contextual setting, focusing on the challenges that businesses must now confront, and exploring how these issues can be met by a rethinking of business models, goals and strategies. The course enables students to engage with contemporary social issues related to global business and gain an appreciation of these issues from the perspective of managers, government, citizens and consumers. The module incorporates academic, professional and industry input.

# MASTER OF SCIENCE IN GLOBAL ENVIRONMENTAL ECONOMICS

This programme is designed to address many of the greatest challenges facing societies around the world today including climate change, food and energy security, the need to achieve sustainable and resilient forms of economic development, pollution or biodiversity loss. A global environmental economics perspective is central to our understanding of these challenges and students acquire relevant theoretical and practical skills to meet these global challenges and formulate appropriate policy responses. A unique combination of theoretical and applied subjects is delivered through small group teaching by academics as well as industry and policy experts. This guarantees a practical focus that is further strengthened through work placements in related companies or research institutes in Ireland or abroad.

## *Programme objectives*

The programme objectives of the MSc in Global Environmental Economics are:

Core economic knowledge - our graduates will understand and analyse global environmental issues from an economic perspective

Analytical skills – our graduates will have advanced knowledge of economic methods used to analyse environmental problems

Influence public policy – our graduates will have the required knowledge and skills to critically evaluate and inform future public policy in relation to the environment

Global perspective – our graduates will be able to understand interlinkages regarding environmental problems and how these differ around the world

Communication skills – our graduates will have effective communication skills and be proficient with various media

## *Learning objectives*

On successful completion of this programme, graduates should be able to:

- Apply suitable theoretical and practical economic methods to analyse global environmental challenges;
- Conduct economic evaluations of environmental policies and projects;
- Apply advanced econometric and statistical methods to analyse various environmental problems;
- Utilise economic theory and practical skills to inform public policy;
- Discuss and explain differences and similarities regarding environmental problems around the world;
- Critically evaluate and summarize the current scholarly environmental economics literature in selected specialized fields;
- Communicate clearly the outcomes of analyses and recommended actions and decisio

**Programme Structure (Full-time)**

*Semester 1 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC501 | Microeconomic Theory | 10 |
| EC506 | Econometrics | 10 |
| EC5118 | Climate Change Economics | 10 |
| EC5117 | Natural Resource Governance & Sustainability | 10 |

*Semester 2 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC5115 | Environmental Economic Modelling | 10 |
| EC517 | Cost Benefit Analysis & Evaluation | 10 |
| EC5116 | Global Issues in Agricultural, Marine and Renewable Energy Economics | 10 |
| EC505 | Dissertation | 10 |
| **OR** | | |
| EC5140 | Applied Environmental Economics Placement | 10 |

Plus one optional module

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC526 | Public Sector Economics | 10 |
| EC5119 | Derivatives and Risk Management | 10 |
| EC5121 | Applied Econometrics | 10 |
| EC5137 | Green and Sustainable Finance | 10 |
| EC5144 | European Energy Policy | 10 |
| MK5132 | Social Marketing and Environmental Sustainability | 10 |
| EC5102 | Renewable Energy Economics and Policy | 10 |

**Programme Structure (Part-time) Year 1**

*Semester 1 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC501 | Microeconomic Theory | 10 |
| EC5118 | Climate Change Economics | 10 |

*Semester 2 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC5116 | Global Issues in Agricultural, Marine and Renewable Energy Economics | 10 |

Plus one optional module

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC526 | Public Sector Economics | 10 |
| EC5119 | Derivatives and Risk Management | 10 |
| EC5121 | Applied Econometrics | 10 |
| EC5137 | Green and Sustainable Finance | 10 |
| EC5144 | European Energy Policy | 10 |
| MK5132 | Social Marketing and Environmental Sustainability | 10 |
| EC5102 | Renewable Energy Economics and Policy | 10 |

**Programme Structure (Part-time) Year 2**

*Semester 1 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC506 | Econometrics | 10 |
| EC5117 | Natural Resource Governance & Sustainability | 10 |

*Semester 2 Core*

| Mod Code | Module Title | ECTS credits |
|---|---|---|
| EC5115 | Environmental Economic Modelling | 10 |
| EC517 | Cost Benefit Analysis & Evaluation | 10 |
| EC505 | Dissertation | 10 |
| **OR** | | |
| EC5140 | Applied Environmental Economics Placement | 10 |

**Module Descriptions**

**Semester 1**

***Econometrics***
The main aim of this module is to provide students with a thorough and practical understanding of regression analysis in order to test economic theories and measure magnitudes relevant for economic policy and other decisions. The module also aims to introduce students to a range of other econometric techniques, focussing on issues relating to causality and identification. These skills are one of the key elements in the professional training of an economist. Applied examples and practical experience are a key part of this module and, to this end, a range of interesting and relevant real-world applications and datasets are used, while the module also emphasizes examples that have implications for policy or provide evidence for or against economic theories. Weekly computer-based 'lab' sessions using the statistical software package Stata form an integral part of the module and will help to develop students' applied econometric skills and their understanding of the methods presented in lectures.

***Climate Change Economics***
This module will apply the theoretical and practical tools of economic analysis to the problem of climate change. A particular focus will be on economic evaluation of the costs of climate change (empirical estimation of climate damages) and the economic tools used to evaluate climate policy (climate-economy models).

***Microeconomic Theory***
The course will cover the core topics in microeconomic theory at the Masters level.

***Natural Resource Governance & Sustainability***
The term "environmental governance" has been widely used in relation to the concept of sustainable development. The module takes a capital-based approach to the study of sustainability. In this regard particular attention will be given to the relationship between social capital, natural capital and physical capital and institutions and regimes that govern these forms of capital in the context of natural resource management.

**Semester 2**

***Environmental Economic Modelling***
This module covers a number of key economic modelling approaches typically applied in environmental economics. Topics covered are revealed and stated preference techniques, economic experiments, as well as GIS and spatial methods. The course has an applied focus and students learn to estimate and apply several quantitative models.

***Cost Benefit Analysis & Evaluation***
Evaluation of public sector projects or programmes is important and is required to ensure that resources are used in the best possible way and also to ensure that the government is getting value for money. The objective of this module is to introduce students to evaluation procedures and to Cost Benefit Analysis, the most commonly employed method for the evaluation of public sector projects or programmes.

***Dissertation***
The thesis provides an opportunity for independent and original work. The aims of the dissertation is to enable the student to critically evaluate research in economics; to demonstrate independent research and to apply theoretical knowledge acquired; to demonstrate critical thinking skills and to produce a well written minor dissertation of approximately 10,000 words in length that contributes to existing knowledge; and where appropriate is normally linked to an internship. This module involves a series of discussions and meetings with supervisors, submission of research proposals, progress reporting to supervisors within agreed timeframes, and linked to the internship where appropriate.

***Global Issues in Agricultural, Marine and Renewable Economics***
This module covers economic concepts about a wide range of problems and issues related to agriculture, marine and renewable energy. This course focuses on contemporary issues and topics may vary from year to year. Examples are agricultural production, markets, trade and policy, asymmetric information. Economic analyses to evaluate specific marine policies in the areas of marine tourism and recreation, shipping, aquaculture, fishing, coastal development, and the protection of marine habitats and biodiversity will also be covered. Finally, the course covers energy policies concerned with energy systems including, wind, solar and tidal and wave power. The course has a global emphasis using material from both developed and developing countries.

**Optional Modules**

***Derivatives and Risk Management***
This course is an introduction to modern derivatives and risk management. We begin by exploring the basic features of futures, swaps and options with an emphasis on economic intuition and understanding, although important quantitative techniques are developed. We use the insights developed in these topics to examine some well-known examples of derivatives mishaps and recent applications of derivatives, including credit derivatives and weather derivatives.

***European Energy Policy***
This module aims to provide students with an overview of the drivers of European energy policy – from the opening of previously closed national markets based on monopolies through to the European Green Deal. It will look at the impact of dependence on Russian gas supplies and efforts to diversify gas supplies. The course will provide a theoretical overview of the functioning of energy markets – and in particular electricity markets and the economics of renewable energy production – and examine how this interacts with the achievement of public policy objectives of affordable, secure and sustainable energy supplies. It will examine how EU policy tools – both legislative and the application of competition (including State aid) rules have been used to achieve these policy objectives. If feasible the class would conclude with a field trip to Brussels where students will also be introduced to key actors in the European energy field, from the Commission, and bodies like the European Agency for the Cooperation of Energy Regulators (ACER) and the European Networks of Transmission System Operators for Electricity and Gas (ENTSO-E and ENTSOG).

***Renewable Energy Economics and Policy (Not on offer in 2021/22)***
A key focus of the module is the optimal provision of renewable energy resources and it addresses problems that arise due to the variability of renewable energy from an economic perspective and the incomplete nature of markets for these resources. The course will address the theory of externalities, missing markets and property rights; the theory of public goods and Nash-Cournot equilibria. Attention is given to energy externalities, public goods, Pigovian taxes in the energy sector, emission standards, tradable permits and tradable energy certificates. 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 evaluates specific energy policies concerned with energy systems including, wind, photovoltaic, and tidal and wave power. Emphasis will be given to an analysis of policies concerned with renewable energy in both developed and developing countries.

***Social Marketing and Environmental Sustainability***
This course challenges the student to consider and critically reflect upon the scope for marketing principles, tools and techniques relevant to the UN SDG17 Goals for social change, innovation and societal challenges. Marketing's insights, concepts and techniques can be applied equally well outside the commercial marketplace in different exchange systems to tackle behaviourally driven social inequalities such as obesity and climate change and drive sustainable goals such as sustainable transport, waste management, ocean literacy and circular economies. This course shows that Marketing, as a provisioning system for private and public offerings, is a means of influencing our behaviours while Social Marketing, as a multiplicity of people and stakeholder systems interacting to create patterns of behaviours, choices and values over time in a dynamic macro-micro context, is a means of influencing our behaviour for the betterment of the individual and society.

***Green and Sustainable Finance***
Transforming the global economy to make it more sustainable requires large investments, especially for enabling a green and low-carbon transition. The aim of this module is to introduce students to the important role of financial markets in the transition to a climate-neutral, green, competitive and inclusive economy. The module explores the requirements to mobilise financial markets to align with environmental and climate targets, and focuses on the different financial products and instruments that can power the transition. Overall, the module will consider how to embed green and sustainable finance principles and practice into financial decision-making.

***Applied Econometrics***
Economists place a strong emphasis on understanding the causal mechanisms that drive statistical relationships. This is because without a clear view on causation, inferring meaningful results can be challenging. This module considers a range of econometric tools and research designs commonly employed by economists to estimate causal relationships, focussing on 'identification' and the 'credibility' of results and findings. Topics to be covered include panel data methods and fixed effects, difference-in-differences estimation, event study design, regression discontinuity design, instrumental variables, and synthetic control. Throughout the module each topic will present an overview of an econometric method or research design, one or more empirical examples and/or related papers for discussion, as well as an in-class demonstration using Stata. Applied examples and practical experience are a key element of the module and, to this end, a range of relevant real-world applications and datasets will be utilised.

***Public Sector Economics***
The major issues addressed in the module will be economic efficiency, theories of social valuation, behavioural public economics, public goods, externalities, social choice, local public sector economics, fiscal decentralisation and fiscal federalism.

# MASTER OF ECONOMIC SCIENCE: INTERNATIONAL FINANCE

## *Programme Objective*

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 have 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-border 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.

***Semester 1***
***Core***
EC501 Microeconomic Theory
EC5104 Applied Portfolio Management
EC5109 Macroeconomic Theory and Policy
EC5128 Financial Econometrics

***Semester 2***
***Core***

EC5119 Derivatives and Risk Management
EC5127 Financial Data Analytics

Plus 2 optional modules:

EC563 International Finance
EC5126 Financial and Macroeconomic History
EC5137 Green and Sustainable Finance
EC576 International Monetary Economics
**EC5124 Economics and the Global Economy*

**Not on offer in 2021/22*

In addition students must also complete a minor dissertation.

**Year Long:**

***Core***
EC505 Dissertation

## *Course Descriptions* (10 ECTS per module)

***Applied Porfolio Management***
This module builds on the foundation of both financial theory and financial econometrics, their examination and application in a range of contexts. Topics include: Introduction to Portfolio Management (PM), Single Index Model, Evaluating Portfolio Performance, Quantitative Equity PM and Arbitage, Value and Growth Investing, Stcok-Screening and Investment Strategies, Value-at-Risk Methods, Apply VaR, Term Structure, Duration and Convesity, Active and Passive Bond PM.

***Derivatives and Risk Management***
This course is an introduction to modern derivatives and risk management. We begin by exploring the basic features of futures, swaps and options with an emphasis on economic intuition and understanding, although important quantitative techniques are developed. We use the insights developed in these topics to examine some well-known examples of derivatives mishaps and recent applications of derivatives, including credit derivatives and weather derivatives.

***Financial Econometrics***
This module aims to provide students with an accessible introduction to current models and techniques in financial time series econometrics. It is designed to cover the tools needed for working with real-world financial data to carry out empirical/econometric research in international finance. Students will also be given the opportunity to apply these tools in a financial econometrics research project. The project together with the course lab sessions will also provide students with hands on experience in using econometric software to analyse financial time series data sets.

***Economics and the Global Economy (Not on offer in 2021/22)***
The aim of this module is to increase students' knowledge and understanding of economics and economic issues in the global economy. The topics are the scope of economics, global economic issues, methodology and economic models, role of economic policy and policymakers, economic performance: measurement and analysis, and the economic and business environment.

***Financial Data Analytics***
The aim of this module is to introduce students to financial data analytics and empirical methods used in finance. The module focuses on quantitative techniques that are used in asset valuation, portfolio management, derivative valuation, risk management and financial decision making. Different core financial models are estimated and discussed. In addition, students are introduced to machine learning techniques in finance. Overall, the module has an applied focus and students will get hands-on experience with financial data analytics based on real data. Students will also be introduced to computer programming in Python, where these financial techniques are implemented.

***Global Financial Economics***
This module surveys developments in global financial markets and institutions, providing an overview of challenges for industry, policy and society. A key focus is on sourcing high quality data and analysis on industry developments, and on framing interpretations in the light of evolving theoretical approaches, and societal concerns. Particular attention is paid to developments in banking systems and securities markets in a post-global financial crisis environment, and to challenges for regulators and for industry in respect of rapid technological and political change.

***Financial and Macroeconomic History***
Economists and financial market participants increasingly value the perspectives and insights offered by historical approaches. This module surveys the evolution of financial markets and institutions, and their relationships to the evolving global macroeconomic environment. Focussing initially on Europe and Atlantic economies, we survey the development of equity, foreign exchange, and government debt markets over historical time, exploring the availability of empirical evidence from diverse sources. There is a particular emphasis on how modern finance theory and time series econometrics are both useful in, and challenged by, historical financial data.

***Green and Sustainable Finance***

Transforming the global economy to make it more sustainable requires large investments, especially for enabling a green and low-carbon transition. The aim of this module is to introduce students to the important role of financial markets in the transition to a climate-neutral, green, competitive and inclusive economy. The module explores the requirements to mobilise financial markets to align with environmental and climate targets, and focuses on the different financial products and instruments that can power the transition. Overall, the module will consider how to embed green and sustainable finance principles and practice into financial decision-making.

***International Finance***

This module provides a rigorous introduction to international finance and open economy macroeconomics. Recognising that financial markets are increasingly international – with massive gross flows of international capital – the module provides analytical frameworks to help financial market participants and policymakers navigate the often challenging world of international finance. The topics covered include the relationship between the trade/current account balance and international financial flows, the determination of exchange rates, the choice of exchange rate regimes and interrelationship between macroeconomic and financial variables.

***Macroeconomic Theory and Policy***

This course aims to provide an accessible masters-level introduction to macroeconomics. Organised in five Topics (each comprising roughly two-three lectures) we will: Motivate each topic by reviewing key facts and policy questions Show how macroeconomic models can be used to think through the questions and to formulate hypotheses to bring to the data Demonstrate how econometric tools can be used to improve our empirical understanding of how the macro economy functions And, finally, return to the motivating questions to debate the appropriate policy course Topic 1: Economic stabilisation and monetary policy Topic 2: Macro-finance Topic 3: Fiscal policy Topic 4: Economic growth

***Microeconomic Theory***

The course will cover the core topics in microeconomic theory at the Masters level.

***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 Aim*

The aim of the programme is to enable participants to prepare for accelerated career progression through the acquisition of the knowledge, skills and competencies necessary for success in strategic management and senior leadership roles.

## *Programme Objective*

The programme objectives are:

- To provide immediate value through the delivery of learning that is contemporary, relevant and impact affirming with immediate applicability to work and business context.
- To provide a vibrant executive development environment characterised by shared learning with like-minded, ambitious people from a broad range of backgrounds and experiences.
- To provide participants with an excellent learning experience that is highly interactive, built on the business expertise of the participants and led by domain experts.
- To challenge participants to think differently.
- To expand the career options and earning potential of participants.

## *Entry Requirements*

Entry to the Executive MBA degree programme is open to graduates who have at least three years of relevant professional, administrative or business experience. Candidates who have professional qualifications recognised by the J.E. Cairnes School of Business & 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/or equivalent (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 a period not exceeding two academic years. Participants will attend classes on a block release basis. In year 1, participants will also attend an induction session prior to the start of the first semester and a residential component, both of which will be integrated with the early teaching blocks. Participants 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 MODULES FOR THE EXECUTIVE MBA PROGRAMME*

Year 1 consists of 45 ECTS comprising of 5 non-semester credits, 20 credits in Semester One and 20 credits in Semester Two. Semester Two credits are taken from the current cycle i.e. Cycle I or Cycle II. The modules for the first year of the Executive MBA programme are as follows:

## Year 1 Non-Semester (Year Long - Semester II examination)

### FIRST YEAR MODULES FOR THE EXECUTIVE MBA PROGRAMME

**Semester 1**

**Core:**

| | |
|---|---|
| EC554 | Economics and the Business Environment |
| MG5136 | Responsible Management |
| AY5135 | Financial Analysis, Governance and Sustainability |
| FA5103 | Leadership Development ( Part 1 of 2 ) |
| MS5110 | Managing the Digital Enterprise |

**Semester 2**

**Elective:**

| | |
|---|---|
| MK5125 | Digital Marketing |
| MS5112 | Business Analytics and Decision Making |
| EC5112 | Irish Economy in a Global Context |
| MG5125 | Entrepreneurship and Innovation |
| MS5135 | Cybersecurity for Managers |
| BSS2104 | Introduction to Sustainability 2 |
| MK5153 | Stakeholders, Partnership Development & Collective Action |

**Core:**

| | |
|---|---|
| MK5156 | Marketing Leadership |
| AY5136 | Financial Management and Taxation |
| FA5103 | Leadership Development ( Part 2 of 2 ) |

### SECOND YEAR MODULES FOR THE EXECUTIVE MBA PROGRAMME

**Semester 1**

**Core:**

| | |
|---|---|
| MG590 | Leadership & Change |
| MG528 | Strategic Management |
| MG5150 | MBA Project: Strategic Leadership in Practice ( Part 1 of 2 ) |

**Semester 2**
**Elective:**

| | |
|---|---|
| MS5112 | Business Analytics and Decision Making |
| MK5125 | Digital Marketing |
| EC5112 | Irish Economy in a Global Context |
| MG5125 | Entrepreneurship and Innovation |
| MS5135 | Cybersecurity for Managers |
| SBE5118 | IrelandNetZero Simulator |

**Core:**

| | |
|---|---|
| AY5133 | Management Accounting for Sustainable Business Success |
| MS5113 | Systems for Team Empowerment |
| MG5140 | International Leadership Gateway |
| MG5150 | MBA Project: Strategic Leadership in Practice ( Part 2 of 2 ) |

*ELECTIVE MODULES FOR THE EXECUTIVE MBA PROGRAMME*

The electives modules offered will depend on a minimum number of participants sufficient to facilitate adequate interactivity and peer-to-peer discussion. Normally, the minimum class size is about 14 participants. Electives are also dependant on the availability of teaching staff.

**Marks and Standards**
Participants must accumulate 90 ECTS credits across year 1 and year 2 to be eligible for the award of the Executive MBA degree.

**Award of Honours**

Honours are awarded only on completion of the programme according to the following scheme:

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

Note (1): Honours are awarded only on the aggregate performance at an Examination as a whole. Honours are not awarded on the basis of results obtained in individual modules.

Note (2): Credit awarded on the basis of a prior award or on the basis of Recognition of Prior Learning (RPL) will be grade neutral and will not be taken into account in the calculation of honours.

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

A minimum pass mark of 40% is required in each module for the award of credit. The calculation of the final award is based on the average of the combined results of Year One and Year Two, which have equal weighting.

**Syllabii**

***Year 1:***

***Leadership Development***
This year long module is the Launchpad for your leadership and professional development its aim is to provide the foundational development that will enabling you to provide effective leadership in a volatile, uncertain, complex and ambiguous world. Commencing with an intensive residential programme aimed at an exploration of the dynamics of leadership development through an investigation of both horizontal and vertical development. Participants will categorise leadership styles and reflect on their dominant leaning before beginning a journey of self-awareness and vertical development. The module will explore leadership approaches to Strategic Thinking, Leading Change, Conflict and Leading across boundaries. The module will also focus on the development of critical internal consulting and business interface skills.

***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.

***Marketing Leadership***
This module challenges participants to consider and critically reflect on marketing theories and applications, to lead the positioning of your organisation for success in your chosen market. For marketing to be effective, all other functions should be 'market driven'. The module provides you with expertise in more 'traditional' theories, such as value creation and marketing mix strategies, as well as new concepts relating to social media and the digital age, and all with application to real-world settings. This module will benefit any business leader seeking to learn how marketing works in a managerial context, or to enhance the marketing capabilities of their organisation.

***Cybersecurity for Managers***
The objective of this module is to provide the managerial knowledge and understanding of core cybersecurity concepts needed for cybersecurity management in organisations.

***IrelandNetZero Simulator***
IrelandNetZero is a highly interactive digital sustainability simulator that enables participants to successfully lead environmental and sustainability efforts in organisations. Students play the role of a manager who has been tasked with reducing organisational emissions by a certain amount over a certain time period, while also managing the organisation's financial performance. Students must prioritize and select a number of initiatives from a wide-ranging and evolving list including land use, energy and water consumption, transport, purchasing, waste generation, and performance issues. The simulator provides visual feedback to learners on the organisation's emissions and their underlying drivers following each decision round. Financial performance information on investments, costs, and potential improvements in revenue is also generated. Students discover that not all green initiatives have a significant impact on emissions and/or organisational performance.

***Introduction to Sustainability 2***

The module is future oriented and explores the concept of sustainability in the face of global change. It encompasses a wide range of theory and practice, including social, economic and environmental issues, and links international examples to local context and relevance. The module will challenge students to critically reflect on sustainability and current approaches to sustainability

## *Stakeholders, Partnership Development & Collective Action*
Every country on every continent is experiencing complex, local-to-global economic, social and environmental issues. In acknowledgement, the UN's 17 SDGs declare cross-sectoral partnerships and stakeholder engagement as key to responding to and resolving systemic development challenges. This response requires a broad spectrum of stakeholders from business, society and environment to utilise their unique resources for collective action. The aim of this module is twofold a) to embed stakeholder engagement and partnership development as central to system-transformational development and b) to demonstrate the stakeholder and partnership processes available to catalyse collective action.

***Managing the Digital Enterprise***
Information Technology and the Information Systems that they enable are now pervasive within and between Enterprises and have given rise to the term 'Digital Enterprises'. In addition to being pervasive these systems continue to adapt and evolve at a rapid pace. Managing and directing such complex and evolving systems requires that an executive understands the fundamental technologies within these systems, their impacts on the enterprise and the most appropriate way to manage these systems to deliver value to the Enterprise. Participants in this module will develop a critical understanding of the key systems currently being used in organisations; Enterprise systems, E-business systems, Decision support systems, Collaborative systems, IT security systems. In addition, the module will look at best practice in using, managing and developing these systems to add value to the Enterprise.

***Year 2:***

***International Leadership Gateway***
Organisations operate in a global context and whether your organisation is operating nationally or internationally it faces global competition. Accordingly, today's leaders are required to possess a deep understanding of international influences and best practices. This innovative gateway programme, will develop and enhance your international leadership perspective. The gateway module is delivered in an international location, such as Fordham University NYC, in collaboration with academic and business partners. It affords participant's exposure to, and interaction with, high calibre academics and business leaders. This compulsory module will take place in late May or early June and is normally taken during year 1. Assessment is continuous with participants required to maintain a critical learning reflection diary documenting their experience and learning from the gateway programme.

***MBA Project: Strategic leadership in practice***
The MBA Project requires students to build on both their professional experience and their learning on the MBA programme to identify, scope, design, lead and evaluate an in-company applied strategic leadership project. The project will be chosen in consultation with the Applied Strategic Leadership Project multi-disciplinary academic assessment team. The project requires students to integrate the functional knowledge and transformational leadership skills they have learned on the MBA programme. Students are required to critically examine a real-world business challenge in an organisation by applying theory to practice. In completing the module, participants will apply their critical research and business consultancy skills. The project will require participants to consider a range of organisational issues within the broader external environment context and assess relevant ethical and CSR considerations. The Applied Strategic Leadership Project is the capstone integrative module on the MBA. Participants will be supported through a range of innovative learning methods including action learning sets, multi-disciplinary academic team input, phased in-class deliverables, peer-to-peer learning, and external business coaches.

***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.

***IrelandNetZero Simulator***
IrelandNetZero is a highly interactive digital sustainability simulator that enables participants to successfully lead environmental and sustainability efforts in organisations. Students play the role of a manager who has been tasked with reducing organisational emissions by a certain amount over a certain time period, while also managing the organisation's financial performance. Students must prioritize and select a number of initiatives from a wide-ranging and evolving list including land use, energy and water consumption, transport, purchasing, waste generation, and performance issues. The simulator provides visual feedback to learners on the organisation's emissions and their underlying drivers following each decision round. Financial performance information on investments, costs, and potential improvements in revenue is also generated. Students discover that not all green initiatives have a significant impact on emissions and/or organisational performance.

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***Strategic Management***
This module covers the concepts, theories and techniques of strategy for generating and sustaining competitive advantage. This is done with a view on sustainability and for a wide range of organisational settings. Given the emphasis of the MBA programme to develop skills in transformational leadership and innovating success, particular emphasis is given to applying strategy analysis for the identification of viable strategic options. This includes business and corporate strategies

**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.

***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 module 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 module examines the interests and expectations of the parties in that relationship as well as some of the fundamental principles of organisational behaviour. The module 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).

***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.

***Contemporary Issues Visiting Scholar Elective***
This module facilitates the inclusion of topical issues of importance to MBA participants and the organisations they serve. The topics and content will be determined not less than four months prior to delivery and be subject to the need to address emergent issues and leverage advantage from visiting high calibre scholars.

***Entrepreneurship and Innovation***
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.

***Irish Economy in a Global Context***
The aim of this course is to increase students' understanding of recent developments and prospects of the Irish economy, the euro area, and the wider global economy and the implications of these developments for businesses and governments.
Topics: Economic developments and policy during the boom in Ireland. Current policy issues in Ireland:
1 Banking crisis and policy response.
2. Mortgage arrears.
3. Lending the SME's. Budget. The Euro Zone crisis: An overview. The Euro Zone crisis: The ECB and Banking Union.
Recent developments in the Global Economy.

***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.

***Strategic Marketing Management***
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.

***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.

***Business Analytics and Decision Making***
New data is being produced at an exponential rate, and alongside this more advanced tools and techniques are being incorporated into information systems. Organisations regardless of size are being impacted by the wider availability of data alongside commercially available systems and tools to analyse this data. Participants in this module will develop a critical understanding of big data and analytics within organisations and the tools used to construct decision making algorithms. Participants' ability to analyse complex data sets will be enhanced by gaining experience of techniques for business analytics and decision making such as data visualisation and data mining.

***Systems for Team Empowerment***
In an increasingly complex and dynamic business environment, effective, empowered teams lie at the core of business success, but unleashing and sustaining team empowerment remains a constant and often elusive challenge. The purpose of this module, to challenge participants to employ a creative systems approach to team empowerment. To enable this, the module will expose participants to, and give experience of, systematic approaches to team empowerment. Through the combination of case studies, active learning, and practitioner contribution, participants will study and experience the utilisation of systems in the altering of the normative team characteristic of 20/80 engagement to 100/100 engagement. Through the use of a facilitated active learning methodology participants will engage in an experiential systematic approach to team empowerment aimed at unlocking new knowledge and breaking habitual thinking within teams. Participants will also develop a critical understanding of the organisation as a system and cultivate and enhanced skillset to utilise that perspective to positively impact team empowerment.

***Digital Marketing***
Digital Connectivity is one of the most powerful forces reshaping the business world at the present time. The proportion of the population connected to the internet, the amount of time they are spending on it and the ways in which they are using it for commercial and leisure activities, are all growing exponentially. Digital technologies are fundamentally reshaping supply chains, business models and marketing activities. This module examines the rapidly growing domain of digital marketing. Insights from theory and practice are reviewed to enable critical reflection on the changes taking place in the nature of marketing. These issues will be examined through interactive class discussions, case studies and video cases on leading international organisations.

***Contemporary Topics Visiting Scholar Elective***
This module facilitates the inclusion of topical issues of importance to MBA participants and the organisations they serve. The topics and content will be determined not less than four months prior to delivery and be subject to the need to address emergent issues and leverage advantage from visiting high calibre scholars.

# 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.***

# MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

The objective of the M.Sc. in Human Resource Management is to develop a critical and applied approach to people management. In particular, the programme will provide students with:

- a critical understanding of the theoretical principles underpinning employment relations & HRM;
- a critical understanding of the spectrum of global business contexts, organisational ethics and corporate responsibility and their impacts on HR policy and practice:
- an ability to analyse national and international social, economic and political factors that influence the way people are managed
- demonstrate competence in developing HR strategies and policies that are appropriate for the organisational contexts in which they are delivered.
- opportunities to develop a range of skills that are important to successful HR management including leadership, communications, decision-making and teamworking : and
- the skills to prepare a persuasive academic and business case with valid and convincing conclusions and recommendations.

## *Entry Requirements*

Candidates for the M.Sc. (mode 'B') in 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 is 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.

## *Mode of Delivery*

The M.Sc. (mode 'B') in Human Resource Management 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. No compensation is permissible in the M. Sc. in Human Resource Management. The Postgraduate Diploma Human Resource Management is not approved by the Chartered Institute of Personnel Development (CIPD).

A candidate who has passed all 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 Human Resource Management.

# POSTGRADUATE DIPLOMA HUMAN RESOURCE MANAGEMENT

A candidate who has passed modules totaling 60 ECTS, 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 Human Resource Management.

The Postgraduate Diploma Human Resource Management is not approved by the Chartered Institute of Personnel Development (CIPD).

## Programme Structure

Students are required to take all core elements.

**Core Modules:**

**Semester 1**

| | |
|---|---|
| MG5132 Sustainable Human Resource Management | 10 ECTS |
| MG5131 Human Resource Management in Practice | 10 ECTS |
| MG5141 Critical Thinking and Analytical Skills | 5 ECTS |
| MG6103 Employment Relations & Law | 10 ECTS |
| MG5121 Business & Professional Development Skills | 5 ECTS |

**Semester II**

| | |
|---|---|
| MG5113 Business & Society | 5 ECTS |
| MG5138 Leading Change and Business Transformation | 5 ECTS |
| MG5133 Digital Business and People Analytics | 10 ECTS |
| MG5122 Internship & Applied Management Project | 30 ECTS |
| **OR** | |
| MG5137 Applied Consultancy Report | 20 ECTS |
| MG5130 Project Management | 5 ECTS |
| **WITH** | |
| MG5142 International Human Resource Management | 5 ECTS |
| **OR** | |
| MK5116 Negotiations | 5 ECTS |

*Note: from time to time, specific course offerings may vary*

## Syllabi

### *MG5132 Sustainable Human Resource Management*

This module focuses on developing in the student, an appreciation of and a critical capacity to incorporate the four key sustainable goals of Sustainable Human Resource Management (S-HRM); financial, social, environmental and human, into the current HRM systems and strategies. Thus the module explores the role of HRM in making work systems sustainable, as well as the role of organisational leaders in contributing to corporate sustainability and to overall societal sustainable development. The module uses a cross disciplinary approach through including research and insights from other disciplines such as strategic HRM, green HRM, organisational behaviour, corporate sustainability, corporate social responsibility, and emerging leadership perspectives. The module is designed to develop competent and responsible scholars and practitioners and to that end, presents and promotes ethical and people friendly practices that aim to enhance financial performance and minimise the negative impact of business practices on the environment and on society. The module provides students, including those who do not necessarily intend to work in an HR function, with a deep understanding about the complexity of sustainable people management.

### *MG5131 Human Resource Management in Practice*

The purpose of this module is to provide students with an in-depth knowledge of Human Resource Management (HRM) and its core theories and practices within the organisation. The module has been designed to help students develop a theoretical and practical insight into current practices in HRM and to recognise the value that HR practitioners add in the pursuit of organisational competitive advantage and organisational sustainability. In this module, students will develop knowledge of key human resource management processes and practices (for example, in recruitment and selection of staff, performance and reward management, training and development and also in the complexity surrounding contemporary challenges and trends, including new and emerging leadership paradigms, the potential and

application of e-HR and sustainable HRM). The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful HRM in practice and to enable students to make informed career decisions.

### *MG5141 Critical Thinking and Analytical Skills*

This module focuses on the evaluation of evidence. It provides students with an understanding of the limitations of research methods and of the biases that methods and /or researchers introduce.
In building critical thinking competencies students will be encouraged to reflect on their own assumptions and beliefs in order to recognise those implicit in business practices which may be contributing to organisational issues. There will be an underlying *fair* theme to this module to nurture an ethical approach to research recognising the need for diversity in input and outputs of the process. This will also require a commitment from students to consider the effects of research conclusions using anticipatory thinking. Students will be guided in strengthening their academic writing skills to effectively communicate, not only business recommendations, but also how these recommendations were determined.

### *MG6103 Employment Relations and Law*

The foundation of all HRM activity is the employment relationship. Employment law provides a legal framework for the conduct of this relationship. This module will present a critical perspective on the legal aspects of employment relations policy and practice. Learners will be able to assess the impact of employment law on employment relations and HR practice and gain insights into the creation and implementation of effective people management procedures and policies. The module requires students to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

### *MG5121 Business & Professional Development Skills*

A key purpose of this module is thus to encourage learners to develop a strong sense of self-awareness and of their own strengths and weaknesses as managers and colleagues. The module is primarily concerned with the development of skills, and specifically seeks to develop and improve a range of definable skills that are pivotal to successful management practice and to effective leadership. These include thinking and decision-making skills, the management of financial information, managing budgets, a range of team working and interpersonal skills and others associated with developing personal effectiveness and credibility at work. Finally, the module seeks to help learners make the most of their formal programmes of study with the inclusion of key postgraduate study skills and requires critical reflection on theory and practice from an ethical and professional standpoint.

### *MG5113 Business and Society*

The module provides a comprehensive overview of the intersection between business and society, including the challenges facing organisations as they pursue global business activities. Ethics in business has grown to be of increasing importance in the world of today, as companies have been placed in the moral spotlight by shareholders, consumers, employees and governments. The growing complexities of the global economy demand a broader and a deeper view of the interaction between business and society than that offered by current management approaches that focus on reforming corporate behaviour. This module places business ethics in a richer contextual setting, focusing on the challenges that businesses must now confront, and exploring how these issues can be met by a rethinking of business models, goals and strategies. The course enables students to engage with contemporary social issues related to global business and gain an appreciation of these issues from the perspective of managers, government, citizens and consumers. The module incorporates academic, professional and industry input.

### *MG5122 Internship and Applied Management Report*

The internship and applied project report is an integrative module on the MSc programme. The Internship requires the student to develop a wide range of professional skills through reflection on their real-life work experience. In addition, the Applied Project Report requires students to draw upon their professional experience and their learning on the internship to identify and evaluate an organizational issue. Students are required to critically examine a real-world challenge related to their internship company by applying theory to practice and to recommend actions. Overall, the Internship & Applied Project Report requires students to integrate and apply the functional knowledge and management skills they have learned on their MSc programme.

### *MG5123 Dissertation*

The research project provides the opportunity for you to demonstrate your ability to diagnose and investigate a live, complex business issue, to locate the work within the body of contemporary knowledge, to collect and analyse data, to derive supportable conclusions and to make practical and actionable recommendations for change, improvement or enhancement of current practice. The applied nature of the research project requires a critical evaluative approach, analysis and a combination of academic research and business report writing skills. It requires reflection on the implications for professional practice from an ethical, professional and continuous professional development standpoint.

### *MG5137 Applied Consultancy Report*

In this module students can investigate and diagnose 'live' business and management issues, to review and draw on best practice/academic literature, to further explore the issues, to collect and analyse relevant research data, derive logical conclusions, and make recommendations.

The Applied Consultancy Report is primarily an applied project, researched as a group, with some individual assessment elements. Each group will choose an organisation and a management/business topic that will form the basis of the project. The angle taken on the topic should also include a focus on a particular functional area of business. For example, you may investigate the topic through the lens of one or two functional areas of the business: i.e., sales, marketing, strategy, HR, finance, manufacturing, logistics, R&D/innovation, corporate social responsibility.

Each team will scope out the boundaries of the project; apply learnings from your MSc programme (including tools, techniques, best practices and/or theoretical models) in the context of addressing the project objective(s) at hand; conduct secondary and primary research in the context of the project objective(s); present recommendations to the company and draw overall conclusions.

### *MG5130 Project Management*

Projects are an important means by which organisations "get things done" and achieve their objectives. Also, good project management methods and techniques are critical to deliver results that are on time and within budget. This module covers project management methods and techniques for successful project delivery. It delves into the planning, budgeting, quality, leadership and risk management of projects in different organisational settings. The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful project management.

### *MG5142 International Human Resource Management*

The purpose of the International Human Resource Management (IHRM) module is to encourage students to critically develop their knowledge and expertise across a range of specialist themes in IHRM. Within the context of IHRM we consider global workforce staffing while developing an awareness of the skills and knowledge required by managers in seeking to work abroad as international executives. The meaning of culture is explored by mapping a range of national culture models to the practice of IHRM and taking an institutional lens, we differentiate and highlight the role that organisational culture plays in global staffing. The latest concepts and models will be examined and new developments in the global business environment will be considered in relation to the implications for International HRM policy and practice. Drawing from current research and case studies this module aims to provide a stimulating learning experience while bridging the gap between research and practice.

### *MK5116 Negotiations*

We negotiate daily with family, friends, colleagues, and employees among others. Negotiation is a dialogue to discover common ground among parties with differing aims, needs and perspectives in order to achieve a solution. Negotiation is also critical to business success. This highly participative module examines the process to a successful negotiation, including planning negotiation strategies, employing negotiation tactics, creating and claiming value, multi-party dynamics, listening skills and crafting mutually acceptable and enduring agreements.

# MASTER OF SCIENCE IN MANAGEMENT AND SUSTAINABILITY

## Course Overview

Sustainability commands a critical position on the global business agenda, influencing individual decision-making and shaping the strategic course of business organizations.

As the central focus of your academic journey, this course offers the chance to explore sustainability and sustainable development. Specialized units delve into topics like the circular economy, addressing social, ethical, and environmental challenges. Your studies will culminate in a sustainability research project, affording you the opportunity to collaborate with a real client on an assigned brief related to sustainability.

Our MSc in Management and Sustainability programme is designed to shape future business leaders who will drive positive change, contribute to responsible business practices, and make a lasting impact on the world. Join us in building a sustainable future through education and leadership.

This programmes provides graduates with a generalist management education whilst nurturing leaders with a deep understanding of global business sustainability issues. Graduates will acquire a holistic skill set, blending critical thinking, problem-solving, analytical skills, as well as management and sustainable business practices. This comprehensive approach ensures graduates are well-equipped to take on a range of different management roles and embed sustainability in a rapidly evolving global landscape.

## Programme Learning Outcome

PLO1 Identify, analyse, and solve business, public policy, and societal problems within a global context.

PLO2 Make a positive societal impact through critical thinking, innovation, and collaboration.

PLO3 Demonstrate critical awareness and practical application of evidence-based, analytical and evaluative thinking in management and sustainability.

PLO4 Lead and work effectively with others to implement sustainability in organizations.

PLO5 Apply knowledge, understanding and competency in a broad range of sustainability-focused management and business situations in global contexts.

## Entry Requirements

Normally a H2.1 degree (NFQ Level 8 or equivalent). However, candidates with a H2.2 honours degree and who have a minimum of 2 years relevant work experience, will also be considered. IELTS score of 6.5 or equivalent, if applicable. Similar to any modern work environment, we welcome students of diverse academic backgrounds, including law, business, arts, science and engineering graduates, to apply for the programme and believe your experience will enrich the diversity of what this programme offers.

Ollscoil na Gaillimhe
University of Galway

Course Outline (90 ECTS)

| **MSc Management and Sustainability** |
| --- |
| Introduction to Sustainability (5 ECTS) |
| Critical Thinking and Analytical Skills (5 ECTS) |
| Business & Professional Development Skills (5 ECTS) |
| Sustainable HRM (10 ECTS) |
| Sustainable Strategies (5 ECTS) |
| Sustainable Innovation & Entrepreneurship (10 ECTS) |
| Business & Society (5 ECTS) |
| Leadership, Change and Business Transformation (5 ECTS) |
| Sustainable Supply Chain Management (5 ECTS) |
| Behaviour Change for Sustainability (5 ECTS) |
| **Pathway Option 1: Internship**<br><br>Internship and Applied Management Report (30 ECTS)<br><br>Work placements are competitive and subject to the availability of suitable positions. We will source as many work placement opportunities as possible, but it is at the discretion of employers as to whether they shortlist |

and offer a position to applicants. Students may also self-source their own work placement subject to the approval of the Placement Office.

OR

**Pathway Option 2: Consultancy**

- Applied Consultancy Report (20 ECTS)

PLUS 2 Options: (all 5 ECTS)

- Project Management

- Negotiations

-Green and Sustainable Finance

- Renewable Energy Economics and Policy

- European Energy Policy

- Global Issues in Agricultural, Marine and Renewable Energy Economics

## Syllabus - 90 ECTS

### Year 1 / Semester 1

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG5137 | Applied Consultancy Report (Approved) ( Part 1 of 2 ) | 20 |
| MG5122 | Internship and Applied Management Report (Approved) ( Part 1 of 2 ) | 30 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| BSS2103 | Introduction to Sustainability 1 (Approved) | 5 |
| MG5121 | Business & Professional Development Skills (Approved) | 5 |
| MG5154 | Responsible Innovation and Entrepreneurship (Awaiting Processing) | 10 |
| MG5152 | Sustainable Strategies and ESG Reporting (Awaiting Processing) | 5 |
| MG5132 | Sustainable Human Resource Management (Approved) | 10 |
| MG5141 | Critical Thinking and Analytical Skills (Approved) | 5 |

Year 1 / Semester 2

| **Optional** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG5130 | Project Management (Approved) | 5 |
| MK5118 | Social Marketing & Sustainability (Approved) | 5 |
| EC5116 | Global Issues in Agricultural, Marine and Renewable Energy Economics (Approved) | 10 |
| EC5144 | European Energy Policy (Approved) | 10 |
| EC5102 | Renewable Energy Economics and Policy (Approved) | 10 |
| EC5137 | Green and Sustainable Finance (Approved) | 10 |
| MK5116 | Negotiations (Approved) | 5 |
| MG5142 | International Human Resource Management (Approved) | 5 |
| SP6151 | ENGLIGHT Summer School: Equity and Sustainability Transitions (Approved) | 5 |
| MG5137 | Applied Consultancy Report (Approved) ( Part 2 of 2 ) | 20 |
| MG5122 | Internship and Applied Management Report (Approved) ( Part 2 of 2 ) | 30 |
| **Core** | | |
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG5153 | Accelerating Change for Global Sustainability (Awaiting Processing) | 5 |
| MG5151 | Transforming International Supply Chains for Sustainability and Circular Economy (Awaiting Processing) | 5 |
| MG5138 | Leading Change and Business Transformation (Approved) | 5 |
| MG5113 | Business & Society (Approved) | 5 |

# DIPLOMA IN MANAGEMENT AND SUSTAINABILITY

## Programme Learning Outcome

PLO1 Identify, analyse, and solve business, public policy, and societal problems within a global context.

PLO2 Make a positive societal impact through critical thinking, innovation, and collaboration.

PLO3 Demonstrate critical awareness and practical application of evidence-based, analytical and evaluative thinking in management and sustainability.

PLO4 Lead and work effectively with others to implement sustainability in organizations.

## Syllabus - 60 ECTS

### Year 1 / Semester 1

| **Core** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG5141 | Critical Thinking and Analytical Skills (Approved) | 5 |
| MG5121 | Business & Professional Development Skills (Approved) | 5 |
| MG5132 | Sustainable Human Resource Management (Approved) | 10 |
| MG5152 | Sustainable Strategies and ESG Reporting (Awaiting Processing) | 5 |
| MG5154 | Responsible Innovation and Entrepreneurship (Awaiting Processing) | 10 |
| BSS2103 | Introduction to Sustainability 1 (Approved) | 5 |

### Year 1 / Semester 2

| **Core** | | |
|---|---|---|
| **Mod Code** | **Module Title** | **ECTS Credits** |
| MG5142 | International Human Resource Management (Approved) | 5 |
| MG5151 | Transforming International Supply Chains for Sustainability and Circular Economy (Awaiting Processing) | 5 |
| MG5138 | Leading Change and Business Transformation (Approved) | 5 |
| MG5113 | Business & Society (Awaiting Processing) | 5 |

# MASTER OF SCIENCE FINTECH (ECONOMICS AND FINANCIAL TECHNOLOGY)

## Course Overview

The MSc Fintech (Economics and Financial Technology) is a pioneering programme at the intersection of finance, economics, and technology. This programme welcomes applications from graduates of business, economics and finance degrees, or computer science and engineering graduates with a background in economics. Leveraging Galway's robust presence in both finance and analytics, this Master's degree consolidates these strengths into a single, comprehensive offering.

The Fintech sector faces a pressing need for professionals equipped with a blend of economic insight and technical expertise. A recent FSI Report (September 2023) forecasts a staggering 44% increase in employee numbers over the next three years, underscoring the acute shortage of technical talent in this rapidly growing industry.

The programme's curriculum encompasses a blend of theoretical foundations and applied subjects, covering crucial areas such as:

- The impact of financial technology on the economy
- Economic theory and econometrics
- Finance, technology, and data science

Core modules in financial technology and financial analytics are supplemented by a diverse range of optional modules. This flexibility allows students to tailor their studies to match their specific interests within the expansive realm of Fintech.

The MSc Fintech (Economics and Financial Technology) aims to facilitate learning and critical assessment of the economic impact of emerging financial instruments, markets, and technologies. Graduates will acquire a skillset that allows them to make an immediate and substantial contribution within the FinTech industry.

## Programme Learning Outcome

PLO1 Develop a deeper understanding of how economics and financial principles apply to the Fintech industry, including the benefits and risks of innovation.

PLO2 Develop a skillset across the most widely used computer languages (Python/R), which are the bedrock of many Fintech data science careers.

PLO3 Gain expertise in financial data analytics, utilising economic models to study market trends, pricing strategies, and risk management.

PLO4 Develop a deeper understanding of the psychological aspect of investment (behavioural finance) at the household and market level, and the interaction between technology and this psychology.

## Entry Requirements

Normally a H2.1 degree (NFQ Level 8 or equivalent) with Economics to intermediate level*. However, candidates with a significantly high H2.2 honours degree and who have achieved a 2.1 average in relevant Economics modules in a business degree, will also be considered. * By "intermediate level economics" we mean courses in microeconomics and macroeconomics at a level typically done in second or third year of an undergraduate programme. Applicants with a single year of Economics and a 2.1 may be required to take an online preparatory course before registering on the programme.

As this programme covers the intersection of finance and technology, we also welcome applicants with at least a 2:1 or equivalent in Engineering, Computer Science, Mathematics or Technology. Such applicants should highlight their suitability for the programme in their personal statement, citing appropriate evidence (e.g. work experience, internships, extracurricular activities, etc.). Applicants without an Economics background shall be required to take an online preparatory course before registering on the programme.

IELTS score of 6.5 or equivalent, if applicable.

## Course Outline (90 ECTS)

**Semester I**

**Core Modules:**

- Financial Technology and the Economy (10 ECTS),
- Financial Econometrics (10 ECTS)
- Applied Portfolio Management (10 ECTS)

**Optional Modules:**

- Cybersecurity Risk Management (10 ECTS)
- Information Technology Law (5 ECTS)
- Strategic Management (5 ECTS)
- Intermediate Corporate Finance (5 ECTS)
- Macroeconomic Theory and Policy (10 ECTS)
- Microeconomic Theory (10 ECTS)

**Semester II**

**Core Modules:**

- Behavioural Finance and Economics (10 ECTS)
- Financial Data Analytics (10 ECTS)

**Optional modules:**

- Contemporary Issues in FinTech (10 ECTS)
- Web Design and Development (5 ECTS)
- International Entrepreneurship (10 ECTS)
- Digital Metrics and Analytics (5 ECTS)
- Advanced Corporate Finance (5 ECTS)
- Derivatives and Risk Management (10 ECTS)
- Green and Sustainable Finance (10 ECTS)
- International Monetary Economics (10 ECTS)
- Economics and the Global Economy (10 ECTS)
- International Finance (10 ECTS)
- Financial and Macroeconomic History (10 ECTS)
- Applied Econometrics (10 ECTS)

**Teaching** methods will include traditional expositional lectures, immersive collaborative discussions, problem-based learning (e.g. case studies on topics in Fintech), the invitation of guest speakers to lecture on their areas of expertise (e.g. FinTech regulation). There will be teaching of practical skills in computer labs as well.

**Learning** methods include study of textbook material, reading and critically assessing journal articles on the state-of-the-art research, and individual and group projects.

**Assessment** will take the form of in-person exams, in-person computer-based exams, and individual and group projects.

# Syllabus - 90 ECTS

## Year 1 / Semester 1

| **Optional** | |
|---|---|
| **Mod Code** | **Module Title** |
| MS5125 | Cybersecurity Risk Management (Approved) |
| LW383 | Information Technology Law (Approved) |
| MG571 | Strategic Management (Approved) |
| AY5108 | Intermediate Corporate Finance (Approved) |
| EC5109 | Macroeconomic Theory and Policy (Approved) |
| EC501 | Microeconomic Theory (Approved) |
| EC5150 | Fintech (Economics and Financial Technology) Project (Approved) ( Part 1 of 2 ) |
| **Core** | |
| **Mod Code** | **Module Title** |
| EC5147 | Financial Technology and Economics (Approved) |
| EC5128 | Financial Econometrics (Approved) |
| EC5104 | Applied Portfolio Management (Approved) |

## Year 1 / Semester 2

| **Optional** | |
|---|---|
| **Mod Code** | **Module Title** |
| MS801 | Web Design & Development (Approved) |
| MG5114 | International Entrepreneurship (Approved) |
| MK5144 | Digital Metrics & Analytics (Approved) |
| AY5109 | Advanced Corporate Finance (Approved) |
| EC5119 | Derivatives and Risk Management (Approved) |
| EC5137 | Green and Sustainable Finance (Approved) |
| EC5124 | Economics and the Global Economy (Approved) |
| EC563 | International Finance (Approved) |
| EC5126 | Financial and Macroeconomic History (Approved) |
| EC5121 | Applied Econometrics (Approved) |
| EC5149 | Contemporary Issues in Fintech (Approved) |
| EC5150 | Fintech (Economics and Financial Technology) Project (Approved) ( Part 2 of 2 ) |
| **Core** | |
| **Mod Code** | **Module Title** |
| EC5148 | Behavourial Finance and Economics (Approved) |
| EC5127 | Financial Data Analytics (Approved) |

# MASTER OF SCIENCE IN INTERNATIONAL ACCOUNTING AND ANALYTICS

## *Programme Objectives*

The course prepares students for leadership roles in the accounting profession and in business by equipping them with the necessary technical and analytical skills reflecting the growing importance of analytics for a successful career in both audit and accounting.

## *Entry Requirements – Pathway A*

This programme is taken by students who have achieved a minimum of a 2.1 or GPA 3.5 (out of 4) in a commerce/business degree and have not specialised in accounting.

All applicants whose first language is not English, must present one of the following qualifications in the English language: IELTS (6.5 overall, with no less than 5.5 in any component), TOEFL (88) or PTE (61). Language test must be taken no more than two years prior to commencement of your programme at the University.

## *Entry Requirements – Pathway B*

This programme is taken by students who have a professional accounting qualification and is designed to equip professional accountants with the technical accounting skills and understanding and knowledge of the growing importance of analytics in the field of audit and accounting. This will equip graduates of this programme with the skills to take on broader management roles across a range of sectors including professional services, accounting practice, industry and the public sector. Applicants are required to have completed all of the accounting examinations and qualification from a recognised professional accountancy body including the following: ACCA, CIPFA, CIMA, CPA, ICAEW, ICAI, ICAS or other IFAC member body assessed as equivalent by the Programme Director.

All applicants whose first language is not English, must present one of the following qualifications in the English language: IELTS (6.5 overall, with no less than 5.5 in any component), TOEFL (88) or PTE (61). Language test must be taken no more than two years prior to commencement of your programme at the University.

## *Programme Structure*

### Pathway A

This MSc in International Accounting and Analytics is offered on a full-time basis over one academic year for students taking Pathway A. The programme will commence early in September with lectures, projects, case studies and presentations in the required modules. A range of assessment methods are used, including essays, projects, reports, presentations, case studies and/or written examinations. To be eligible for the award of Masters, candidates must pass examinations in each module. The formal teaching element of the programme is structured over two semesters and is followed by two Summers Schools in April – June/July. Students are required to take 90 ects and attend mandatory Summer Schools as part of their professional development. Students taking the year-long programme starting in September will secure substantial exemption from the examinations of ACCA, CIMA and CPA Ireland see
https://www.universityofgalway.ie/business-public-policy-law/cairnes/subjectareas/accountancy-finance/mscinternationalaccountingandanalyticspathways/
danalyticspathways/

### Pathway B

Students taking Pathway B will join the programme in early January each year and will be exempt from 45 ects. See the detailed programme module content below.

## *Skills Development*

Key features of the programme include an internationally recognised and valued SAP Certification, KPMG led Summer School on Audit and Accounting Analytics using KPMG analytics software, the development of professional skills for the workplace, and membership of the ACCA Accelerate Programme which offers specialist networking advice, CV workshops and professional profile guides, and access to the global ACCA community. The university Career Development Centre offers career guidance and information focused on facilitating and empowering you to manage your own career development and make effective career transitions.

In June 2020, University of Galway has announced a new partnership with leading enterprise Robotic Process Automation (RPA) software firm UiPath, making the University the first in Ireland to offer robotic process automation content to accounting and finance students. The partnership will feature a 2nd innovative summer school entitled 'Disruptive Technologies in Accounting and Finance'. Students will develop practical skills in Robotic Process Automation (RPA),

mapping of workflow processes, Data preparation and Data Analytics, and Artificial Intelligence (AI).

## Programme Content – Pathway A

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5106 | Accounting for Management | 5 | (Core) |
| AY5108 | Intermediate Corporate Finance | 5 | (Core) |
| AY5110 | Auditing & Assurance I | 5 | (Core) |
| AY5131 | International Financial Reporting and Analysis | 10 | (Core) |
| MG571 | Strategic Management | 5 | (Core) |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5141 | Accounting and Management Control for Sustainable Organizations | 5 | (Core) |
| AY5109 | Advances Corporate Finance | 5 | (Core) |
| AY5120 | Auditing & Assurance II | 5 | (Core) |
| AY5121 | Analytical and Communication Skills | 5 | (Core) |
| MS5106 | Data Science and Big Data Analytics | 5 | (Core) |
| MS5129 | Story Telling through Data Visualisation | 5 | (Opt) |
| AY5142 | Sustainable Accounting, Finance and Governance | 5 | (Opt) |
| MS5130 | Applied Analytics in Business and Society | 5 | (Opt) |

***Professional Development - Summer Schools***

| ***Code*** | ***Module*** | **ECTS** | |
|---|---|---|---|
| AY5128 | Summer Schools in A&F: Contemporary Global Issues | 20 | (Core) |

## Programme Content – Pathway B

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5106 | Accounting for Management | 5 | (Exempt) |
| AY5108 | Intermediate Corporate Finance | 5 | (Exempt) |
| AY5110 | Auditing & Assurance I | 5 | (Exempt) |
| AY5131 | International Financial Reporting and Analysis | 10 | (Exempt) |
| MG571 | Strategic Management | 5 | (Exempt) |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5141 | Accounting and Management Control for Sustainable Organizations | 5 | (Core) |
| AY5121 | Analytical and Communication Skills | 5 | (Core) |
| MS5106 | Data Science and Big Data Analytics | 5 | (Core) |
| MS5129 | Story Telling through Data Visualisation | 5 | (Opt) |
| AY5142 | Sustainable Accounting, Finance and Governance | 5 | (Opt) |
| MS5130 | Applied Analytics in Business and Society | 5 | (Opt) |

***Professional Development - Summer Schools***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| AY5128 | Summer Schools in A&F: Contemporary Global Issues | 20 | (Core) |

## *Syllabii*

***AY5106 - Accounting for Management***
The objective of this module is to facilitate students in developing and applying a comprehensive understanding of the role of management accounting information in business decision-making, especially the analysis of complex and unstructured decision situations in a strategic context. The module explores the role of management accounting information in supporting the strategic management processes in an organisation, including strategic cost management and strategic pricing. The module also addresses the design and application of costing systems (both traditional and innovative) in ways which recognise context-specific considerations of a technical, managerial, and cost-benefit nature.

***AY5141 - Accounting and Management Control for Sustainable Organizations***
To address the grand challenge of sustainable global development and innovation, management need effective decision-making processes and suitable tools to measure the multiple dimensions of performance. Topics covered in this course include the types of management control practices adopted by organisations, key issues in performance measurement incorporating triple bottom line outcomes, the role of financial and nonfinancial data in decision-making processes, divisional performance evaluation and transfer pricing mechanisms.

***AY5108 - Intermediate Corporate Finance***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in investment and financing decision-making, especially the analysis of complex structured and unstructured decision situations in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic capital investment and financing decision-making processes in an organisation.

***AY5109 - Advanced Corporate Finance***
The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in strategic financial decision-making contexts in particular in financing and valuation decisions giving detailed consideration to risk. The module focuses on decision-making under conditions of uncertainty and requires consideration of theoretical and real-world conditions in financial decision-making in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic investment, financing and related decision-making processes in an organisation.

***AY5110 - Auditing & Assurance I***
The objective of this course is to give students a professional understanding of the role and function of the External Auditor, the principles that underpin modern auditing and the fundamental core processes involved in the audit of the Financial Statements of a corporate entity. As well as focusing on the role of Auditing in a business and societal context, this module will introduce students to the domestic and European legal and regulatory auditing environment and the challenges for auditing in the modern era.

***AY5120 - Auditing & Assurance II***
This module will build on the module 'A5110 Auditing I' which is a prerequisite to this module. The module will extend students' understanding of approaches to auditing addressing complex areas such as 'Going Concern' and audit completion obligations and challenges. Further, the nodule will address the preparation of complex and qualified audit reports, and the auditor's responsibilities to report to relevant bodies other than the organisation's members especially in cases of fraud. Finally the module will cover approaches to auditing in IT settings and approaches to sampling in an auditing context.

***AY5121 - Analytical and Communication Skills Development***
The objective of this module is to develop students' skills for a transformed accounting and finance profession. While technical skills remain critical, accountants are increasing expected to demonstrate robust communication, presentation and analytical skills. This module is designed to address these requirements and thus develop students' employability skills. Excel is extensively used within the accounting profession, however many users only use a limited range of features. Covering more advanced Excel techniques makes users more productive and efficient. Transforming huge volumes of complex data into useful insights is a challenge for all organisations, Tableau enables users to build visual representations of the analysis conducted to allow clearer and more succinct communication of key insights. Advanced Excel and Tableau skills are essential business skills in contemporary organisations, facilitating faster and better decision making.

***AY5122 - Advanced International Financial Reporting and Analysis***
The objective of this course is to develop students' conceptual understanding of advanced problems of financial reporting and their ability to apply complex international financial reporting standards (IFRS) to practical situations. Students will consolidate their ability to prepare and analyse complex financial statements

***AY5128 - Summer Schools in A&F: Contemporary Global Issues***
The objective of this module is to familiarise students with a range of contemporary global issues that influence how businesses operate, and how management both accounts for the stewardship of the business, and, assesses the

management of organisational performance. This module will involve opportunities for students to gain a deeper understanding of these matters and be able to critically assess the implications these issues have for businesses and performance measurement. The module also aims to broaden students' skills in assessing organisational performance.

***AY5131 - International Financial Reporting and Analysis***

This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. It is designed for students who have little or no previous knowledge of accounting. The course will provide a good basic foundation in Financial Accounting and Analysis and will also develop students' knowledge of the regulatory framework and ethical considerations which apply to international financial reporting. Students will enhance their ability to analyse financial statements by developing a conceptual understanding of the International Financial Reporting Standards (IFRS) covered, together with the ability to apply these standards to practical accounting problems and prepare and analyse financial statements.

***MG571 - 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.

***MS5106 - Data Science & Big Data Analytics***

This module aims to provide students with knowledge required to become active contributors to big data analytics projects and develop specific skills needed to use and implement big data analytics technology and tools. Topics focus on (i) big data technology and tools: Hadoop, MapReduce, Yarn; (ii) Hadoop ecosystem: HBase, Hive, Pig (iiIi) Spark; (iv) Big data application in businesses; (v) ethical issues around big data; (vi) skills required for the different big data types and projects. The module focuses on how technologies can be integrated and used an in a business environment through case studies of big data applications.

# MASTER OF SCIENCE IN BUSINESS ANALYTICS (Full-Time)

## *Programme Objectives*

The MSc in Business Analytics serves distinct needs pertaining to the use, management and development of business analytics 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 use and manage big data and business analytics 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). The qualification must include an element of quantitative techniques, for example, graduates of Business Studies, Engineering, Computer Science, other Sciences, Mathematics or other courses that have some quantitative content.

All applicants whose first language is not English, must present one of the following qualifications in the English language: IELTS (6.5 overall, with no less than 5.5 in any component), TOEFL (88) or PTE (61). Language test must be taken no more than two years prior to commencement of your programme at the University.

## *Programme Structure*

The programme will be offered on a full-time basis over one academic year. The programme will consist of lectures, practical classes, seminars and projects in the required subjects. To be eligible for the award of the MSc in Business Analytics, 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 Business Analytics.

Pass by compensation is not permitted in module MS5115 Project.

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS805 | Database Systems | 5 | (Core) |
| MS5128 | Decsion Theory, AI and Analytics | 5 | (Core) |
| MS5105 | Statistical Techniques for Business Analytics | 5 | (Core) |
| MS5107 | Business Modelling & Analytics | 5 | (Core) |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS5129 | Storytelling Through Data Visualisation | 5 | (Core) |
| MS5126 | Philosophy of Information and Information Ethics | 5 | (Core) |
| MS5106 | Data Science and Big Data Analytics | 5 | (Core) |
| MS5130 | Applied Analytics in Business and Society | 5 | (Core) |

*Elective Modules (choose 10ECTS - subject to availability)*

| | | | |
|---|---|---|---|
| MG557 | Strategic Management | 5 | Semester 1 |
| MS804 | Systems Development & Project Management | 5 | Semester 1 |
| MS806 | Business Applications Programming | 5 | Semester 1 |
| MS809 | Enterprise Systems | 5 | Semester 2 |

***Autumn***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS5131 | Major Business Analytics Project | 30 | (Core) |

## Syllabii

***MG557 - 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.

***MS5129 - Storytelling Through Data Visualisation***
We live in a world increasingly dominated by data. Data are used to make important decisions, to shape business and political policy, and to understand the fundamental workings of nature. But data can be complicated, mysterious, and difficult to understand. It is more important than ever to be able to communicate data in a way that is comprehensible and memorable. This is the essence of data storytelling. Data storytelling is a skill, and the goal of this course is to help you improve this skill.

***MS804 - Systems Development & Project Management***
The objective of this course is to develop in students an understanding of the fundamentals of project management within the context of information systems development. Topics include the systems development life cycle, project integration, requirements analysis and scope management, time management, cost management, risk management, communications management etc. In addition, different IS development methods will be covered (Waterfall, SDLC, RAD, and Agile methods) as well as business process modelling techniques (e.g. DFDs).

***MS805 - 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 database; emerging topics and issues.

***MS806 - Business Applications Programming***
The objective of the course is to develop your knowledge and competence in object-oriented programming for the business environment using visual C# programming language.

***MS809 - Enterprise Systems***
The objective of this course is to develop students' understanding of Enterprise Systems in business. Topics include: Information systems in 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; enterprise architecture management; ERP Implementation; Supply Chain Management (SCM); Digital Transformation and emerging directions in Enterprise Systems such as fintech innovation, cryptocurrencies, blockchain, gamification and enterprise personal analytics.

***MS5126 - Philosophy of Information and Information Ethics***
The objective of this course is to develop in students an introductory understanding of philosophy (especially ethics) underpinning Information Systems (IS) research and practice, theory as it is developed and applied in IS, and Research Methods used in IS practice, all whilst learning how to find, read, cite and reference academic papers. It is thus intended as a primer for scholarly activity throughout the four year degree.

***MS5128 - Decsion Theory, AI and Analytics***
The objective of this course is to introduce students to the different aspects of decision theory, artificial intelligence (AI), and analytics for IS, and specifically how these apply to business.

***MS5105 - Statistical Techniques for Business Analytics***
The objectives of this module are to build the knowledge and skills required to apply quantitative techniques to analyse business data and interpret and present results from such analyses. Topics may include: descriptive analysis, visualisation and charting; how to work with various data types and how they relate to statistical tests; how to know what analytical tests to run; how to read data output; how to interpret and report results; business data correlations, regression; t-tests and various analyses of variance methods; factors analysis; parametric and non-parametric analyses; other statistical techniques for business analytics.

***MS5106 - Data Science and Big Data Analytics***
This module aims to provide students with knowledge required to become active contributors to big data analytics projects and develop specific skills needed to use and implement big data analytics technology and tools. Topics focus on (i) big data technology and tools: Hadoop, MapReduce, Yarn; (ii) Hadoop ecosystem: HBase, Hive, Pig (iiIi) Spark; (iv) Big data application in businesses; (v) ethical issues around big data; (vi) skills required for the different big data types and projects. The module focuses on how technologies can be integrated and used an in a business environment through case studies of big data applications.

***MS5107 - Business Modelling and Analytics***

The objective of this course is to develop students understanding of the role of business analytics in decision making and equip them with solutions used to create scenarios, understand realities, and predict future states. The course focuses on three types of business analytics: descriptive analytics used to gain insight from historical data; predictive analytics used to forecast future business performance; and prescriptive analytics used to recommend decisions using optimisation, simulation etc. Students are introduced to core concepts and technologies of business analytics, such as modelling, analysis, optimisation; data exploration and data mining; forecasting models; decision trees; neural networks; clustering techniques; etc. The course uses real business cases, to illustrate the application and interpretation of these methods. An important feature of the course is the use of MS Excel, an environment familiar to business analysts. All discussed models are provided by the Excel add-ins Analytic Solver Platform and XLMiner plus illustrative examples.

***MS5130 - Applied Analytics in Business and Society***

In today's digitally enabled world, businesses are collecting more data than they know what to do with. Using the R programming language, which has become the industry standard for statistical analytics, this module will focus on turning large datasets into useful insights. The focus is applying statistical techniques to real datasets using R, rather than the mathematical details. Students will explore the R, RStudio, and R packages; learn how to programme basic statistics; create attractive, intuitive statistical graphics; write user-defined functions; combine and reshape multiple datasets; build linear, generalised linear, and nonlinear models; assess the quality of models and variable selection; analyse univariate and multivariate time series data; and learn how to write-up data analyses.

***MS5131 - Major Business Analytics Project***

This project is a capstone for the Masters degree and students will be expected to demonstrate a full depth and breadth of skills, integrating all learning across the whole programme. The project will normally be undertaken in a combination of both individual and group assignments. Projects will be based on significant topic in the field of business analytics.

# MASTER IN SCIENCE IN AGEING AND PUBLIC POLICY

***Note this programme will not run in 2024-2025.***

## *Programme Outline*

## *Aim*

This Masters' in Ageing & Public Policy critically examines demographic ageing from a public policy perspective, and is driven by a commitment to research-led interdisciplinary education. It assesses existing approaches and future directions to secure effective and fair ageing societies.

This MSc is a new ***innovative, interdisciplinary*** programme that delivers sought after ***transferrable and topic specific skillsets***, and which incorporates an ***applied project and placements*** at national public, NGO and private organisations. The MSc is available on a ***full-time*** or ***part-time*** basis and is intended to be delivered as both an in person or a remote access programme.

International Programme Distinctiveness

- First programme of its kind in Ireland, and one of the first that is available internationally.
- Hosted at an internationally recognised research centre - Irish Centre for Social Gerontology
- Delivered in collaboration with international policy experts (AGE Platform Europe; HelpAge International).

## *Minimum Entry Requirements*

Normally a H2.1 undergraduate degree is required in a related social science discipline (e.g. economics; sociology; management; social work; policy orientated degrees) or a cognate field of study (e.g. health sciences; public health). IELTS score of 6.5 or equivalent if applicable. Applications from people with commensurate experience in ageing-related policy and practice will also be considered.

## *Programme Structure (Full-time)*

| **Core (Semester 1)** | **ECTS** | **Core (Semester 2)** | **ECTS** | **Summer** | |
|---|---|---|---|---|---|
| EC5123<br>Dynamics of Ageing and Public Policy | 10 | EC5142<br>International Policy and Ageing across the Life Course | 10 | Module Name | ECTS |
| EC5134 Social Exclusion and Inequalities in Later Life | 10 | EC572 Health Systems and Policy Analysis | 10 | EC5136 Applied project (Policy Brief and Seminar) | 20 |
| EC5143 Research Methods for Health Economics and Policy Analysis | 10 | EC5135<br>Work, Pensions and Retirement | 10 | | |
| | | | | | |
| **Optional (Semester 1)** | | **Optional (Semester 2)** | | | |
| LW556<br>Law and Policy on Independent Living | | EC5125 Environmental Gerontology and Ageing in Place Policy | 10 | | |
| | | **OR**<br>LW561<br>Mental Health Law and Policy | 10 | | |
| | | **OR**<br>MD515<br>Systematic Review Methods<br>(online, self-directed) | 10 | | |
| | | **OR**<br>EC517<br>Cost Benefit Analysis and Evaluation | 10 | | |
| | | **OR**<br>DEV404/405<br>Data Analytics for Social Science I and II<br>(*2 modules delivered – 5 ECTS each*) | 10 | | |
| | | **OR**<br>SP6122: Social and Political Context of Activism and Advocacy | 10 | | |
| | **30** | | **40** | | **20** |

As well as the core modules students select one optional module from the list of available optional modules.

## *Assessment*

Each module, with the exception of the minor dissertation, will be examined by either 100% continuous assessment and/or 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

## *Programme Structure (Part-time)*

**Year 1**

| **Semester 1** | | **Semester 2** | | **Summer – N/A** | |
|---|---|---|---|---|---|
| **Module Name** | **ECTS** | **Module Name** | **ECTS** | | |
| *Core Modules* | | *Core Modules* | | | |
| EC5123<br>Dynamics of Ageing and Public Policy | 10 | EC5142<br>International Policy and Ageing across the Life Course | 10 | | |
| EC5134<br>Social Exclusion and Inequalities in Later Life | 10 | EC5135<br>Work, Pensions and Retirement | 10 | | |
| | **20** | | **20** | | |

**Year 2 (50 ECTS)**

| **Semester 1** | | **Semester 2** | | **Summer** | |
|---|---|---|---|---|---|
| **Module Name** | **ECTS** | **Module Name** | **ECTS** | **Module Name** | **ECTS** |
| *Core Modules* | | | | EC5136<br>Applied project (Policy Brief and Seminar) | 20 |
| EC5143<br>Research methods for policy and health | 10 | EC572 Health Systems and Policy Analysis | 10 | | |
| *Optional Modules* | | | | | |
| LW556<br>Law and Policy on Independent Living | | EC5125<br>Environmental gerontology and Ageing in Place Policy | 10 | | |
| | | **OR**<br>LW561<br>Mental Health Law and Policy | 10 | | |
| | | **OR**<br>MD515<br>Systematic Review Methods<br>(online, self-directed) | 10 | | |
| | | **OR**<br>EC517<br>Cost Benefit Analysis and Evaluation | 10 | | |
| | | OR<br>DEV404/405<br>Data Analytics for Social Science I and II<br>(2 modules delivered – 5 ECTS each) | 10 | | |
| | | **OR**<br>SP6122: Social and Political Context of Activism and Advocacy | 10 | | |
| | **10** | | **20** | | **20** |

## *Course Content*

***Research Methods for Health Economics and Policy Analysis***

This is a research methods course. The aim of the course is to introduce students to the concepts and practice of research. It is aimed to be a practical course so that students become familiar with how to do research and what is considered good research practice. Students will be introduced to both quantitative and qualitative research methods and different types of research designs.

***Applied Research Project***

The applied project provides an opportunity for students to apply learning from throughout the course to conduct independent and original work. The aims of the applied project is to enable the student to critically evaluate policy on ageing; to demonstrate independent research and analysis abilities and to apply theoretical knowledge acquired; and to produce either (a) a well written minor dissertation of approximately 15,000 words in length; or (b) an extended policy brief (8,000-10,000 words approx.) and organise and host a policy seminar with relevant stakeholders. Both options will aim to contribute to original research/policy knowledge. This module involves a series of discussions and meetings with supervisors, submission of research proposals, progress reporting to supervisors within agreed timeframes.

***International Policy and Ageing across the Life Course***
The aim of this module is to interrogate international policy concerning ageing across the life course, its historical development and likely future directions. First, students will be introduced to current developments and debates concerning the intersection of ageing and global development policy in low- and middle-income countries. In doing so, the module will analyse the policy landscape on ageing and unpack the role of policy in shaping responses to demographic processes in these contexts. Second, students will focus on the emergence of ageing as a human rights area. The module will critically assess the potential for a UN Treaty on the rights of older people to support and empower diverse ageing populations across international jurisdictions. Third, students will consider the application of selected human rights norms, currently enshrined in international human rights law, to key forms of mistreatment frequently experienced by people as they come to require personal care or assistance.

***Social Exclusion and Inequalities in Later Life***
The aim of this course is to introduce students to the nature and patterns of social exclusion and inequalities in later life, with a specific focus on the implications for policy that aims to tackle multifaceted disadvantage. Students will be introduced to theories and conceptual models related to social exclusion across the life course, and relevant to policy formulation, including structural inequality and cumulative disadvantage and risk. The module will explore the major drivers of exclusion and inequality in older age and their relationship to individual experiences across the life-course, and social categorisations, such as socio-economic status, gender, race and ethnicity, and age itself. Students will analyse the future applicability of social exclusion as a policy development and implementation framework and as a means for integrating policy response across different areas.

***Introduction Ageing and Policy***
The aim of this course is to introduce students to the interdisciplinary study of ageing and public policy. It will illustrate and analyse the importance of demographic ageing for public policy systems, and the challenge with respect to maintaining well-being and quality of life while addressing system sustainability concerns. Students will learn about the major theoretical and conceptual perspectives in the study of ageing and public policy, including economic, social and life-course aspects of ageing and psychosocial theories of ageing. Students will also be introduced to the broad shifts in ageing-related public policy, the core underpinning policy constructs, and the current national and European policy approaches to ageing populations.

***Dynamics of Ageing and Public Policy***
The objective of this module is to introduce students to current developments and debates in public and social policy on ageing. It will examine demand and sustainability implications of the most significant demographic challenge of the 21st century and the future policy directions necessary to address this challenge and support positive experiences in later life. Targeting the major domains of public and social policy, the module will foster students' critical capacity to engage with and analyse relevant policies and cross-sector planning strategies. The module will also consider some of the implications of demographic ageing for other policy sectors and populations groups in related to health and well-being.

***Health Systems and Policy Analysis***
This is a masters level module that examines the structure, conduct and performance of alternative models of finance and delivery in health care and critically examines the policy approaches developed to tackle key challenges in health and social care. The module builds upon the concept of market failure as it relates specifically to health care; critically appraises methods used to compare system performance and compares alternative systems in terms of performance. The objective of the module is to describe the key aspects of alternative health care systems; explore the evolution of a particular set of systems; examine how system structure relates to its operation and what light this sheds on the performance of those systems.

***Work, Pensions and Retirement***
The aim of this module is to introduce students to policy measures and debates regarding pensions, work and retirement, from critical ageing and gender perspectives. First, students will be introduced to current developments and debates concerning employment, pensions and extended working life and auto-enrolment. The module will explore the role of demographic processes and international frameworks in shaping the policy landscape in these contexts. Second, students will focus on the gender and age implications of Irish employment and pensions policies, for different groups of workers those in physically-demanding and precarious work. Students will be introduced to employment and pension coverage patterns as well as recent empirical research on pensions and employment, both nationally and internationally.

***Law and Policy on Independent Living***

***Cost Benefit Analysis & Evaluation***
Evaluation of public sector projects or programmes is important and is required to ensure that resources are used in the best possible way and also to ensure that the government is getting value for money. The objective of this module is to introduce students to evaluation procedures and to Cost Benefit Analysis, the most commonly employed method for the evaluation of public sector projects or programmes.

***Systematic Review Methods***
This online/blended course about research synthesis focuses on comparisons between alternative interventions. Interactive learning modules, required readings, discussion boards, tutorials, and assignments will be used to highlight rigorous systematic review methods, such as searching for potentially relevant articles, selecting primary studies using explicit, reproducible criteria, appraisal of study architecture, quantitative data synthesis and interpretation.

***Environmental Gerontology and Ageing in Place Policy***

This module will analyse the significance of older people's environments, and their interactions and relationships with these environments, for older adult well-being and for the effectiveness of policy and practice implementation. Students will explore the major theoretical perspectives on environmental gerontology and ageing in place that underlie contemporary policy approaches to ageing and older people. The module will seek to illustrate how older people's experiences in place can reflect a complex interchange of micro personal circumstances and the immediate home environment, meso neighbourhood and community contexts and macro national and international structures. In doing so, students will learn about the influence of changes processes (e.g. rural economic and social transformation; gentrification and development) on the diverse residential contexts of older people, and adaptive and place-making strategies engaged in by older people in response to these changes. The effectiveness of current policy and practice approaches related to age-friendly and liveable communities, and community-based service provision, will be assessed against these circumstances.

# 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 healtheconomics.

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**

The following modules are compulsory.

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| EC5120 | Economics of Health and Health Care | 10 |
| EC5143 | Research Methods for Health Economics and Policy Analysis | 10 |
| EC506 | Econometrics | 10 |
| EC579 | Applied HTA and Decision Modelling | 10 |
| EC584 | Economic Evaluation in Health Care | 10 |
| EC572 | Health Systems and Policy Analysis | 10 |
| Plus | | |
| EC505 | Minor Dissertation | 10 |
| **OR** | | |
| EC5141 | Applied Health Economics Placement | 10 |

In addition, students must choose modules with a cumulative value of 20 ECTS from the following optional modules:

| | | |
|---|---|---|
| EC517 | Cost Benefit Analysis and Evaluation | 10 |
| EC5121 | Applied Econometrics | 10 |
| EC5123 | Dynamics of Ageing and Public Policy | 10 |
| MD515 | Systematic Review Methods | 10 |
| MD518 | Observational Studies & Analytical Research Methods | 10 |
| EC5146 | Health Technology Assessment and Market Access | 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***

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| EC506 | Econometrics | 10 |
| EC5143 | Research Methods for Health Economics and Policy Analysis | 10 |
| EC5120 | Economics of Health and Health Care | 10 |
| EC584 | Economic Evaluation in Health Care | 10 |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| EC579 | Applied HTA and Decision Modelling | 10 |
| EC572 | Health Systems and Policy Analysis | 10 |
| EC505 | Dissertation | 10 |
| EC517 | Cost Benefit Analysis and Evaluation | 10 |
| MD515 | Systematic Review Methods | 10 |
| MD518 | Observational Studies & ` Analytical Research Methods | 10 |
| EC5123 | Dynamics of Ageing and Public Policy | 10 |
| EC5121 | Applied Econometrics | 10 |
| EC5146 | Health Technology Assessment and Market Access | 10 |

## *Course Content*

***Applied Econometrics***
Economists place a strong emphasis on understanding the causal mechanisms that drive statistical relationships. This is because without a clear view on causation, inferring meaningful results can be challenging. This module considers a range of econometric tools and research designs commonly employed by economists to estimate causal relationships, focussing on 'identification' and the 'credibility' of results and findings. Topics to be covered include panel data methods and fixed effects, difference-in-differences estimation, event study design, regression discontinuity design, instrumental variables, and synthetic control. Throughout the module each topic will present an overview of an econometric method or research design, one or more empirical examples and/or related papers for discussion, as well as an in-class demonstration using Stata. Applied examples and practical experience are a key element of the module and, to this end, a range of relevant real-world applications and datasets will be utilised.

***Econometrics***
The main aim of this module is to provide students with a thorough and practical understanding of regression analysis in order to test economic theories and measure magnitudes relevant for economic policy and other decisions. The module also aims to introduce students to a range of other econometric techniques, focussing on issues relating to causality and identification. These skills are one of the key elements in the professional training of an economist. Applied examples and practical experience are a key part of this module and, to this end, a range of interesting and relevant real-world applications and datasets are used, while the module also emphasizes examples that have implications for policy or provide evidence for or against economic theories. Weekly computer-based 'lab' sessions using the statistical software package Stata form an integral part of the module and will help to develop students' applied econometric skills and their understanding of the methods presented in lectures.

***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.

***Current Topics in Health Economics (Not on offer in 2021/22)***
The module will cover selected topics in health economics. The topics will be in one of three broad areas – theoretical models in health economics; empirical methods in health economics; and health policy issues.

***Research Methods for Health Economics and Policy Analysis***
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.

***Dynamics of Ageing and Public Policy***
The objective of this module is to introduce students to current developments and debates in public and social policy on ageing. It will examine demand and sustainability implications of the most significant demographic challenge of the 21st century and the future policy directions necessary to address this challenge and support positive experiences in later life. Targeting the major domains of public and social policy, the module will foster students' critical capacity to engage with and analyse relevant policies and cross-sector planning strategies. The module will also consider some of the implications of demographic ageing for other policy sectors and populations groups in related to health and well-being.

***Health Technology Assessment and Market Access***
The aim of the course is to introduce students to the concepts, methods and practices of health technology assessment and market access, which are employed to produce the evidence base that informs decisions by health systems and organisations to reimburse, or grant market access to, new pharmaceuticals, medical devices, and healthcare interventions.

***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**.**

***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

***Economics of Health and Health Care***
Health economics is the study of how scarce healthcare resources are allocated among competing interventions and among groups in society. This course introduces basic concepts and practical issues faced by decision makers at all levels in the health system in allocating scarce resources so that the choices they make maximise health benefits to the population.
The course will introduce some key concepts in health economics (e.g. opportunity costs) and explore how better choices in resource allocation might be made. There will be an introduction to the demand for and supply of health services, the fundamentals of markets and the challenges we face in allocating resources for healthcare. We will also reflect on equity in healthcare.

***Economics of Medical Devices (Not on offer in 2021/22)***
This module provides the student with a solid introduction to the application of the health economic analysis to medical devices for the purpose of informing decision making for health policy and healthcare practice. The student is provided with a comprehensive overview of the distinctive features of medical devices, the regulatory environment for medical devices, and the subsequent challenges associated with the application of health economic methods for the analysis of medical devices. Applied examples and practical experience are a key element of the module and, to this end, a range of interesting and relevant real-world applications will be utilised. Since a crucial part of academic and professional research is the ability to present results clearly, convincingly and succinctly, the module will also aim to teach students the basic rules of research presentation in the context of health economics and the module assessment is designed with this in mind.

***Health Economic Analysis of Medical Devices (Not on offer in 2021/22)***
This module provides the student with an introduction to the health economic analysis of medical device technologies. The student is provided with a comprehensive overview of the distinctive features of medical devices, the regulatory environment for medical devices, and the subsequent challenges for the conduct of health economic methods for the analysis of medical devices for the purposes of informing decision making for health policy and healthcare practice.

***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.

***Systematic Review Methods***
This course about research synthesis focuses on comparisons between alternative interventions. Interactive learning modules, required readings, discussion boards, tutorials, and assignments will be used to highlight rigorous systematic review methods, such as searching for potentially relevant articles, selecting primary studies using explicit, reproducible criteria, appraisal of study architecture, quantitative data synthesis and interpretation.

***Non-Market Valuation for Health Economists (Not on offer in 2020/21)***
The module will describe the main non-market techniques that are used to value health and healthcare. The module will describe the pros and cons of the various methods and highlight the particular challenges associated with health economics applications. The module will also illustrate the various econometric models that are used to analyse these types of data. The module will be practical in nature with students required to design their own valuation study.

***Observational Studies &Analytical Research Methods***
This course reviews observational research methods including measures of health, causality, sampling, survey research, cross-sectional studies, retrospective studies, prospective studies, prospective cohort studies, case-control design, scale development, diagnostic testing and qualitative research methods.

***Public Sector Economics (Not on offer in 2021/22)***
The major issues addressed in the module will be economic efficiency, theories of social valuation, behavioural public economics. public goods, externalities, social choice, local public sector economics, fiscal decentralisation and fiscal federalism.

# 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*

The following modules are compulsory

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| EC5120 | Economics of Health and Health Care | 10 |
| EC5143 | Research Methods for Health Economics and Policy Analysis | 10 |
| EC506 | Econometrics | 10 |
| EC579 | Applied HTA & Decision Modelling | 10 |
| EC572 | Health Systems and Policy Analysis | 10 |
| EC584 | Economic Evaluation in Health Care | 10 |
| *Plus* | | |
| EC505 | Minor Dissertation | 10 |
| ***OR*** | | |
| EC5141 | Applied Health Economics Placement | 10 |

In addition students must choose modules with a cumulative value of 20 ECTS from the following optional modules:

| | | |
|---|---|---|
| EC5121 | Applied Econometrics | 10 |
| EC517 | Cost Benefit Analysis and Evaluation | 10 |
| EC5123 | Dynamics of Ageing and Public Policy | 10 |
| MD518 | Observational Studies & Analytical Research Methods | 10 |
| MD515 | Systematic Review Methods | 10 |
| EC5146 | Health Technology Assessment and Market Access | 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 Core*

## *Modules*

| ***Semester 1 Year 1*** | | ***ECTS*** |
|---|---|---|
| EC5143 | Research Methods for Health Economics and Policy Analysis | 10 |
| EC584 | Economic Evaluation in Health Care | 10 |

| ***Semester 2 Year 1*** | | |
|---|---|---|
| EC579 | Applied HTA & Decision Modelling | 10 |

Option(s)

| ***Semester 1 Year 2*** | | |
|---|---|---|
| EC5120 | Economics of Health and Health Care | 10 |
| EC506 | Econometrics | 10 |

| ***Semester 2 Year 2*** | | ***ECTS*** |
|---|---|---|
| EC572 | Health Systems and Policy Analysis | 10 |
| EC505 | Dissertation | 10 |

## *Optional modules*

| | | |
|---|---|---|
| EC5121 | Applied Econometrics | 10 |
| EC517 | Cost Benefit Analysis and Evaluation | 10 |
| EC5123 | Dynamics of Ageing and Public Policy | 10 |
| MD518 | Observational Studies & Analytical Research Methods | 10 |
| MD515 | Systematic Review Methods | 10 |
| EC5146 | Health Technology Assessment and Market Access | 10 |

# MASTER OF SCIENCE IN INFORMATION SYSTEMS MANAGEMENT (FULL-TIME)

## *Programme Objectives*

The MSc 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.

All applicants whose first language is not English, must present one of the following qualifications in the English language: IELTS (6.5 overall, with no less than 5.5 in any component), TOEFL (88) or PTE (61). Language test must be taken no more than two years prior to commencement of your programme at the University.

## *Programme Structure*

The programme will be offered on a full-time basis over one academic year. The programme will consist of lectures, practical classes, seminars and projects in the required subjects. To be eligible for the award of the MSc 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.

Pass by compensation is not permitted in module MS5132 Major Information Systems Management Project.

***Semester 1***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS804 | Systems Development & Project Management | 5 | (Core) |
| MS805 | Database Systems | 5 | (Core) |
| MS806 | Business Applications Programming | 5 | (Core) |
| MS820 | Interactive Systems Design | 5 | (Core) |
| MS5107 | Business Modelling and Analytics | 5 | (Core) |
| MS807 | Information Systems Management | 5 | (Core) |

***Semester 2***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS5118 | Cloud Computing | 5 | (Core) |
| MS801 | Web Design & Development | 5 | (Core) |
| MS803 | Business Data Communications | 5 | (Core) |
| MS809 | Enterprise Systems | 5 | (Core) |
| MS821 | Applied Systems Analysis | 5 | (Core) |

*Elective Modules (choose one - subject to availability)*

| | | |
|---|---|---|
| MS5126 | Philosophy of Information and Information Ethics | 5 |
| MS5114 | Advanced Programming for Business Analytics | 5 |

***Autumn***

| ***Code*** | ***Module*** | ***ECTS*** | |
|---|---|---|---|
| MS5132 | Major Information Systems Management Project | 30 | (Core) |

# *Syllabii*

***MS5107 - Business Modelling and Analytics***
The objective of this course is to develop students understanding of the role of business analytics in decision making and equip them with solutions used to create scenarios, understand realities, and predict future states. The course focuses on three types of business analytics: descriptive analytics used to gain insight from historical data; predictive analytics used to forecast future business performance; and prescriptive analytics used to recommend decisions using optimisation, simulation etc. Students are introduced to core concepts and technologies of business analytics, such as modelling, analysis, optimisation; data exploration and data mining; forecasting models; decision trees; neural networks; clustering techniques; etc. The course uses real business cases, to illustrate the application and interpretation of these methods. An important feature of the course is the use of MS Excel, an environment familiar to business analysts. All discussed models are provided by the Excel add-ins Analytic Solver Platform and XLMiner plus illustrative examples.

***MS5114 - Advanced Programming for Business Analytics***
Understanding key computational models and concepts for business analytics is important in today's data-driven business environment. In this module, learners will be introduced to computational thinking, experimental methodologies, and empirical methods for training, validation, and testing models within an analytics context. This module will provide learners with a working knowledge of how to prepare datasets, present data visualisations, and support decision-making using data analysis programming.

***MS801 - Web Design & Development***
The objective of this module is to provide students with applied skills in web development and multimedia object development. Topics may include: Web development concepts and techniques; HTML; CSS; CSS page design; web development for multiple devices and mobile web development. Multimedia development tools will include Dreamweaver, Fireworks and Photoshop.

***MS5118 – 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 business models, management & governance; cloud service models; cloud security, privacy and identity; data storage in the cloud; mobile cloud; virtualisation; app development for the cloud; transitioning business to the cloud; impacts of cloud computing; Ethics, Responsibility and Sustainability in cloud computing; emerging topics in cloud computing.

***MS803 - Business Data Communications***
The objective of this course is to develop in students an understanding of the fundamentals of modern data communication technologies and to combine them with applications and practices related to a business environment. Topics may include: network concepts; transmission media; OSI and TCP/IP; LAN technologies; network and Internet connectivity; Internet communication model and application layer services; hosting solutions; IP addresses and domain name system; network security technologies – problems and solutions.

***MS804- Systems Development & Project Management***
The objective of this course is to develop in students an understanding of the fundamentals of project management within the context of information systems development. Topics include the systems development life cycle, project integration, requirements analysis and scope management, time management, cost management, risk management, communications management etc. In addition, different IS development methods will be covered (Waterfall, SDLC, RAD, and Agile methods) as well as business process modelling techniques (e.g. DFDs).

***MS805 - 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.

***MS806 - Business Applications Programming***
The objective of the course is to develop your knowledge and competence in object-oriented programming for the business environment using visual C# programming language.

***MS807- Information Systems Management***

The objective of this module is to develop students' understanding of the management of information systems in organisations. Topics may include: Information Systems (IS) concepts and challenges; information management and governance; the impact of IS on organisations; roles of IS in changing competitive environments; managing the IT capability; how IS/IT delivers new ways of doing business; funding IS; IS and business value; trends in IS deployment; and current issues in the management of the information systems resource.

***MS809 - Enterprise Systems***

The objective of this course is to develop students' understanding of Enterprise Systems in business. Topics include: Information systems in 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; enterprise architecture management; ERP Implementation; Supply Chain Management (SCM); Digital Transformation and emerging directions in Enterprise Systems such as fintech innovation, cryptocurrencies, blockchain, gamification and enterprise personal analytics.

***MS5126- Philosophy of Information and Information Ethics***

The objective of this course is to develop in students an introductory understanding of philosophy (especially ethics) underpinning Information Systems (IS) research and practice, theory as it is developed and applied in IS, and Research Methods used in IS practice, all whilst learning how to find, read, cite and reference academic papers. It is thus intended as a primer for scholarly activity throughout the four year degree.

***MS5132 - Major Information Systems Management Project***

This project is a capstone for the Masters degree and students will be expected to demonstrate a full depth and breadth of skills, integrating all learning across the whole programme. The project will be undertaken in a combination of both individual and group learning activities and assessments. Projects will be based on significant topic in the field of information systems management.

***MS820 - Interactive Systems Design***

The objective of this course is to develop the students' understanding of the issues involved in designing interactive systems. The course imparts practical knowledge of the skills and techniques used to design interactive systems. The design of interactive systems relies on an understanding of the capabilities and needs of people and an understanding of the kinds of technologies available. It also relies on the ability to identify requirements and to transform them into an appropriate design. There are a wide variety of interfaces available today and it is important that interaction designers have an appreciation and understanding of these. Newer interfaces include robotic, wearable, shareable, mixed reality and mixed-modal interfaces while more traditional interfaces such as desktop, multimedia and web interfaces are still, and will continue to be, widely used.

***MS821 - 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.

# MASTER OF SCIENCE IN INTERNATIONAL MANAGEMENT

The award-winning MSc in International Management is a one-year taught programme that provides students with in-depth knowledge and expertise in the principles and application of international business and management.
The programme aspires to develop the student's 'global mindset' by developing cultural awareness, sensitivity and curiosity around global industrial systems, international business models, geopolitics, global finance and worldwide societal norms and changes.

On completion of the programme you will be able to:

1. Apply effective decision making to global business problems.
2. Identify, analyse and solve applied problems in individual and team-based settings.
3. Examine and critically evaluate the challenges of doing business across national boundaries from the perspective of an individual manager, or organisation.
4. Apply knowledge, understanding and competency in a broad range of cross-disciplinary internationally focused fields using theories, concepts and frameworks relevant to contemporary international management.
5. Critically evaluate and apply tools, techniques or different methodological approaches to investigate pertinent questions, scenarios or cases in an international management context.

***Entry Requirements***

Candidates for the MSc in International Management will normally hold or expect to hold before the programme commences, an undergraduate degree, usually a Grade 1, or a H2.1 that can be in any discipline. Students whose first language is not English are required to demonstrate their English language proficiency by successfully completing and passing an English language test e.g. IELS (score of 6.5) or DouLingo (score of 110).

***Places Available***

The number of places available each year is limited.

***Mode of Delivery***

The M.Sc. in International Management will be offered on a full-time basis over 12 months.

***Programme Structure***

***Semester 1***

***Core Modules***

| | | |
|---|---|---|
| MG5139 | Global Strategy | 5 ECTS |
| MK5141 | International Marketing Strategy | 10 ECTS |
| MG5128 | International Leadership in Practice | 5ECTS |
| MG5141 | Critical Thinking and Analytical Skills | 5 ECTS |

**Optional Module**

| | | |
|---|---|---|
| AY590 | Corporate Finance | 5 ECTS |

**Semester 2**

**Core Modules**

| | | |
|---|---|---|
| MG5142 | International Human Resource Management | 5 ECTS |
| MG5129 | International Supply Chain Management | 5 ECTS |
| MG5134 | International Seminar Week | 10 ECTS |
| MG5114 | International Entrepreneurship | 10ECTS |
| MG5135 | International Consulting Report | 20 ECTS |

**Optional Modules**

| | | |
|---|---|---|
| MG5113 | Business and Society | 5 ECTS |
| MG5133 | Digital, Business and People Analytics | 10 ECTS |
| MG5130 | Project Management | 5 ECTS |
| MK5116 | Negotiations | 5 ECTS |
| MG5138 | Leading Change and Business Transformation | 5 ECTS |

**Syllabii**

## *MG5139 Global Strategy*

Through the combination of lectures, case studies and company engagement, this module develops your ability to formulate and critically evaluate strategies of internationally operating organisations for their sustained success. We will examine the internal and external challenges and opportunities of internationally operating organisations and how these can be addressed or capitalised upon to create and capture value across national borders. We will adopt the perspective of headquarters and subsidiaries to achieve a holistic view of managing multinational enterprises. The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful global strategic management.

## *MK5141 International Marketing Strategy*

In an increasingly global environment, this module seeks to develop students' understanding of the political, legal, economic, and socio-cultural variables which will impact on international marketing decision-making and planning. The course will concentrate on four strategic international marketing decision areas: market selection criteria, market entry strategies and defending/growing market position. The module aims to provide students with the necessary knowledge, skills and techniques to appraise the pertinent issues that affect international marketing decisions. The course will equip learners with a cohesive and integrated understanding of how a firm can achieve international competitiveness through the design and implementation of market-response programmes.

## *MG5128 International Leadership in Practice*

The overall aim of this module is to help prepare students to become global leaders and global citizens by developing a global mindset. Students will have the opportunity to reflect and develop perspectives on global trends and contemporary issues in international business/management, as well as assess how leaders are responding to or should respond to international contemporary issues. Students will engage with practical and meaningful international management/business related cases and challenges. There are no right answers to obtain and wrong answers to avoid in this module. Instead through this module, students will develop their own critical thinking, evaluative, problem solving and analytical skills.

The module content is designed around contemporary themes from an international management and business perspective as well as delivering sessions on applied skills and competencies. The module content is contemporary, applied and practical-led rather than primarily theory-driven.

## *MG5141 Critical Thinking and Analytical Skills*

This module focuses on the evaluation of evidence. It provides students with an understanding of the limitations of research methods and of the biases that methods and /or researchers introduce.
In building critical thinking competencies students will be encouraged to reflect on their own assumptions and beliefs in order to recognise those implicit in business practices which may be contributing to organisational issues. There will be an underlying *fair* theme to this module to nurture an ethical approach to research recognising the need for diversity in input and outputs of the process. This will also require a commitment from students to consider the effects of research conclusions using anticipatory thinking. Students will be guided in strengthening their academic writing skills to effectively communicate, not only business recommendations, but also how these recommendations were determined.

## *AY590 International Corporate Finance*

The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in investment and financing decision-making, especially the analysis of complex structured and unstructured decision situations in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic capital investment and financing decision- making processes in an organisation.

## *MG5142 International Human Resource Management*

The purpose of the International Human Resource Management (IHRM) module is to encourage students to critically develop their knowledge and expertise across a range of specialist themes in IHRM. Within the context of IHRM we consider global workforce staffing while developing an awareness of the skills and knowledge required by managers in seeking to work abroad as international executives. The meaning of culture is explored by mapping a range of national culture models to the practice of IHRM and taking an institutional lens, we differentiate and highlight the role that organisational culture plays in global staffing. The latest concepts and models will be examined and new developments in the global business environment will be considered in relation to the implications for International HRM policy and practice. Drawing from current research and case studies this module aims to provide a stimulating learning experience while bridging the gap between research and practice.

## *MG5129 International Supply Chain Management*

International Supply Chain Management involves the integration of key business processes from original suppliers to end customer,

providing products, services, and information that add value for all stakeholders. It has become one of the top priorities on the strategic agenda of multinational enterprises. This module has been designed to provide students with a solid grounding in the core concepts of supply chain management. We address the design and structure of the interrelated elements of a mapped international supply chain. We delineate between upstream and downstream supply chain activities and discuss risk and risk management throughout the process. Finally, we recognise the impact of supply chain activity on the wider community. Learning outcomes are achieved by in class lectures, discussions, guest talks and a number of applied activities.

### *MG5134 International Seminar Week*

This module is designed to sensitise students to business cultures of Europe (or beyond). It gives students the ability to understand the European context in terms of international business and how to manage effectively in this context (or other international contexts). This module will facilitate students in adapting to diverse cultural environments and to manage effectively in an intercultural European as well as global context.

### *MG5114 International Entrepreneurship*

Many business ventures internationalise to capture global opportunities. This module covers the development of ventures that pursue internationalisation from startup (born globals) and once they have become established in local markets. It focuses on the specific challenges and opportunities that these two modes of international expansion entail for young ventures and how leaders can effectively address them. It is the aim of this module to equip student with the necessary knowledge to lead and work with entrepreneurial ventures in their internationalisation efforts, and also to craft born global ventures. Following the introductory session, it will be taught in two blocks as a series of mini lectures followed by interactive workshops in which groups will present and get feedback from their peers, guest experts and the module coordinator on a live venture internationalisation consulting project in the first block and a born global venture challenge in the second block

### *MG5135 International Consulting Report*

The objective of the IMR (International Management Report) is to equip you with the opportunity to investigate and diagnose 'live' international business and management issues, to review and draw on best practice/academic literature, to further explore the issues, to collect and analyse relevant research data, derive logical conclusions, and make recommendations. You will act as a mini subject matter expert in the area of the project.

### *MG5133 Digital, Business and People Analytics*

Moving to a focus in line with the school strategy and CIPD accreditation requirements, the revised module will include how digitalisation influences the management of organisations. The module will be divided into 3 sections:

### *MG5138 Leading Change and Business Transformation*

Organisational change is a constant reality in many organisations, which can be driven by customers, markets, and technology. Focusing on an organisational level and on large-scale business transformation, this module addresses the role of leadership in driving change and achieving sustainable business transformation. Taking a systems thinking perspective helps us take a more holistic approach to change by looking at the interaction of processes and people together and being aware of the impact of change and the trade-offs involved in decision making. However, we also need to understand the psychology of change in terms of mental models around organisational culture that guide employee attitudes to change. This module will also focus on understanding the levers of change for people to successfully transition to sustainable change.

### *MG5130 Project Management*

Projects are an important means by which organisations "get things done" and achieve their objectives. Also, good project management methods and techniques are critical to deliver results that are on time and within budget. This module covers project management methods and techniques for successful project delivery. It delves into the planning, budgeting, quality, leadership and risk management of projects in different organisational settings. The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful project management.

### *MK5116 Negotiations*

We negotiate daily with family, friends, colleagues, and employees among others. Negotiation is a dialogue to discover common ground among parties with differing aims, needs and perspectives in order to achieve a solution. Negotiation is also critical to business success. This highly participative module examines the process to a successful negotiation, including planning negotiation strategies, employing negotiation tactics, creating and claiming value, multi-party dynamics, listening skills and crafting mutually acceptable and enduring agreements.

# MASTER OF SCIENCE MARKETING PRACTICE

## *Programme Overview*

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:

1. taught modules where essential marketing professional skills and other transferrable skills are developed;
2. a challenging placement where theory is put into practice; and
3. On-going one-to-one mentoring and supervision by the Programme Director.

## *Programme Objective*

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 workplace with advanced 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 a high H2.2 degree (NFQ Level 8 or equivalent) with a demonstration of an aptitude in Marketing.

Suitability for a place in the programme remains pending internal interview process.

## *Programme Structure*

The programme is offered on a full-time basis over one year, running from September to the end of June. Students are required to:

- Complete six obligatory taught modules: Marketing Practice for Sustainable Value, Website Strategy & Management, Inbound Marketing Strategy, Digital Sales & Marketing Alignment, Research Insights for Marketing Decision Making and Digital Metrics & Analytics. These modules are designed to deepen students' knowledge and understanding of marketing to an advanced level and have a strong applied orientation;
- undertake a 37 week placement whereby students apply marketing theory to real-world scenarios on a daily basis while refining excellent transferrable skills; and
- complete an Applied Marketing Project relating to the organisation in which they are placed

***Taught Modules 30 ECTS***

The taught modules take place over the course of the induction weeks and three subsequent workshops, scheduled at regular intervals throughout the placement period. All are examined by continuous assessment.

| **Code** | **Module** | **ECTS** |
|---|---|---|
| MK5149 | Marketing Practice for Sustainable Value | 5 ECTS |
| MK5150 | Website Strategy & Management | 5 ECTS |
| MK5122 | Inbound Marketing Strategy | 5 ECTS |
| MK5151 | Digital Sales & Marketing Alignment | 5 ECTS |
| MK5152 | Research Insights for Marketing Decision Making | 5 ECTS |
| MK5144 | Digital Metrics & Analytics | 5 ECTS |
| **TOTAL:** | | **30 ECTS** |

***Applied Marketing Project MK5145 (15 ECTS)***
The objective of this project is to challenge students to learn how to become experts on a nominated topic which reflects an emerging trend in the practice of Marketing. This is achieved by challenging students to increase their knowledge and develop applied skills in a nominated topic. They then use this knowledge and skills to develop and deliver a strategy that will bring value to an assigned company and/or company of their choice. The Applied Marketing Project will be a comprehensive assignment which aims to allow students to apply theories, models and tools studied during their MSc programme to real-life marketing challenges.

***Marketing Placement MK586 (45 ECTS)***
There is strong evidence to suggest that placements and work experience are extremely valuable to students, both in terms of their academic performance in their chose profession and enhancing their employability. In the MSc Marketing Practice we recognise that every student is different. So getting the 'fit' right between the student and the host company for placements is a priority for us. This is made possible by the broad range of companies who apply to take students from this programme every year, from tech start-ups to multi-nationals, across every conceivable sector. Students have the opportunity to seek a general marketing role in a company or a placement where they can focus on the area of marketing of their choice including digital marketing, brand management, marketing analytics, and inside sales, As placements are paid, employers regard students on this programme as real employees and expect them to bring value. So you are guaranteed to be challenged and supported simultaneously as you gain practical marketing experience. From the start we encourage students to look within in order to acknowledge who they truly are, what they like to do, what makes them happy, what they are really good at, what they would like to be really good at and to acknowledge their values, desires and ambitions. And then we actively help students to seek and secure a position in a company where they will thrive and grow, both personally and as a Marketing Professional, over a 37 week paid professional placement.

**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 Semester 3.

**Syllabii & Assessment**

***Marketing Practice for Sustainable Value***
This module prepares students to start professional placements and careers as potential future generators of sustainable value for business and society at large. Delivered during the first week of the academic year, the intensive sprint nature of this module is designed to help students get up to speed on key professional skills they will develop throughout the year. Students will come to appreciate why these skills are so important for them and why they are so highly valued by employers. This will be achieved through sharing of highly focused and relevant content combined with interactive activities and reflective practice to enhance and embed understanding.

***Website Strategy & Management***
Having empathy with customers and creating customer experiences which delight are key competitive differentiators. A website for most businesses is their most important marketing platform and sales channel. This module covers both website strategy development based on design thinking principles and discovery research, and tactical quick wins for optimising the website experience based on customer empathy. Students will learn best practices and principles of problem solving, collaboration, usability, feasibility and project management for delivering a brand-enhancing intuitive website.

***Inbound Marketing Strategy***
Inbound marketing is used by both global and small businesses alike. Inbound marketing is a means of engaging a target audience, driving quality lead growth and ultimately improving profitability. Central to inbound marketing are three primary actions (Attract, Convert and Delight) which businesses must take in order to get more website visitors, leads, customers, and promoters. Included in this methodology are the tactics, tools and technology which companies typically use to accomplish these goals.

***Digital Sales & Marketing Alignment***
The aim of the "Digital Sales & Marketing Alignment" module is to enable students to understand the business impact Sales and Marketing can have when they work together, both on customer behaviour and on the efficacy/ROI of Sales and Marketing Departments. This module examines the fundamentals of how Sales and Marketing together drive the bottom line in a business which starts with 'nailing your niche' customer, then introducing strategies to acquire, retain and grow your customer base. The module will not only look at where Sales and Marketing fit into the customer journey but the entire customer journey itself, as well as how a company creates the best environment to ensure customers and employees thrive. The "Digital Sales & Marketing Alignment" module will provide practical advice, from real world examples, which sales and marketing professionals need to harness technology for better results whilst contributing to a positive company culture.

***Research Insights for Marketing Decision Making***
Organisations operate in a dynamic marketplace - competition, consumers and customers, technology, media and market forces redefine industries every day. This module introduces students to the role insight driven decision-making can play in ensuring organisations continue to add value and compete effectively. This interactive and problem-based module will equip students with knowledge of how and when to implement a systematic research process whilst

developing skills in critical thinking, robust methodological design and data analysis. On completion of this module students will have developed the ability to align organisational decision-making challenges with a robust problem focused research agenda.

***Digital Metrics & Analytics***

Digital Marketers need to be able to look at more than just impressions and clicks to drive better decisions and return on investment. Digital Marketers need to know what happens after a person clicks on an ad and understand what, if any, value that provides to a business. This module focuses on the digital metrics, KPIs and analytics used to measure and track the performance of marketing campaigns. The more insight that can be gained from metrics and analytics, alongside the generation and automation of reports to track trends in behaviour and sales, the more informed the decisions a company can make when allocating where, when, and how much, or little, to invest in digital marketing spend.

***Applied Marketing Project***

Using knowledge and skills learned throughout the programme, students become experts on a nominated topic which reflects an emerging trend in the *practice* of Marketing associated with a grand challenge or opportunity facing society. Nominated topics can range from Sustainability, Ethics and Governance to aspects of Digitalisation such as Artificial Intelligence, Machine Learning, Natural Language Processing and Robotics. Students are encouraged to explore how the nominated topic can be practiced ethically and in a socially responsible manner by Marketers, for the greater good. They will position themselves in their current host companies and view the nominated topic through this lens, reporting back to their host company on the implications of the nominated topic for them in the short and/or medium and/or longer term. Upon completing this module students will have the confidence and skills to suggest how the nominated topic could be integrated into the marketing strategy for their host company and to develop a roadmap for implementation.

***Marketing Placement***

Students complete a 37-week work placement in an organisation with a clear requirement for marketing expertise and a challenging job description. Assessment of the marketing placement is based on the following:

- a review of student Activity Logs at the first company visit, and randomly throughout the year;
- evidence provided by students during the second company visit, including their Professional Skills Profile presentation, which is based on the student's analysis of their activity logs and placement experience to that point;
- feedback from employers during the two company visits, and throughout the year, along with feedback provided by employers through the completion of an assessment form (or verbal feedback) during the summer;
- evidence of student engagement with their host company at the December presentation;
- evidence provided by students during 'Sharing of Professional Skills' sessions during workshops on campus and class participation throughout these workshops;
- information provided by students in their Reflective Journals and Critical Reflection Report;
- analysis of minutes provided by students, following Mid-Placement Reviews between students and their supervisors in February/March, along with analysis of meaningful follow-up actions taken by students based on feedback received
- relevance of student assignments and analysis of the perceived value these assignments have brought to host companies
- at the final presentation (pitch for placement grade) which students make in May, they have an opportunity to summarise the value they have brought to their company, and what they have learned in the process, both personally and professionally. Supported by an updated CV, answers to highlight the points which best reflect their placement performance and they have the opportunity to strongly influence the grade they will be awarded.

# MASTER OF SCIENCE IN MARKETING MANAGEMENT (Full-Time)

## *Programme Objectives*

The MSc Marketing Management Programme is aimed at graduates who wish to develop a deeper understanding and a high level of expertise in a broad range of marketing subjects such as Strategic Marketing, Strategic Brand Management, Services Marketing, Social Marketing & Sustainability, Marketing Performance & Productivity, Social Media Marketing Theory, Consumption & Society and Marketing Analytics. It is also aimed at graduates who wish to build the strategic marketing knowledge and skills to become an all-round marketing professional. The programme, available full-time and part-time, is open to business and non-business graduates who want to work with real companies, build networks, be industry ready and boost their employability skills. On successful completion of this course, the student should be able to:

- the ability to analyse and critique marketing concepts, theories and frameworks and apply them to diverse market scenarios and sectors for the benefit of consumers, organisations, policy and society;
- the ability to apply appropriate marketing research techniques and methods in various marketing contexts, for existing market offerings, as well as for innovation commercialisation;
- cognitive and specialised transferable skills in digital marketing, brand management, services marketing, marketing analytics and performance, relevant to employment in profit and not-for-profit organisations;
- the ability to analyse a variety of cases and assess the implications of specific decisions within the dynamic nature of the contemporary business world;
- the appraisal of the complex ethical and social responsibilities of businesses;
- enhanced business communication skills required to work effectively in a global, multi-cultural and technologically driven context.

## *Entry Requirements*

The programme is open to recent graduates of all disciplines. Normally the minimum entry requirements will be as follows:

Normally a second-class honours degree (NFQ Level 8 or equivalent) in any discipline. A primary degree with a minimum of three years relevant work experience will also be considered. IELTS score of 6.5 or equivalent, if applicable

However, not all applicants meeting this standard may be admitted as the number of places available in any year may be limited.

## *Programme Structure*

The programme is offered on a full-time basis over one academic year with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. Students also complete an Applied Marketing Project (MK5148) which also incorporates a Marketing Event and Applied Project, under the supervision of staff members. This Applied Marketing Project will account for 20 ects and be completed by a date specified by the Marketing Discipline. To be eligible for the award of Masters, candidates must pass examinations in each module.

## *Skills Development*

Students will be supported by a Skills Development Programme which will cover topics such as how to study, how to summarise, file, store and reference readings, key writing skills, how to work in groups, presentation skills, using excel and databases, etc.

***Programme Content***

***Semeter One Modules***

| *Code* | *Module* | *ECTS* |
|---|---|---|
| MK5138 | Strategic Marketing | 10 |
| MK5139 | Social Media Marketing Theory | 5 |
| MK5117 | Services Marketing | 5 |
| MK5133 | Marketing Performance and Productivity | 5 |
| MK563 | Research Methods | 5 |
| MK5146 | Consumption & Society | 5 |

***Semester Two Courses***

| *Code* | *Module* | *ECTS* |
|---|---|---|
| MK5140 | Cases in Marketing Management & Strategy | 10 |
| MK566 | Strategic Brand Management | 5 |
| MK5104 | Marketing Analytics | 5 |
| MK5136 | Digital Sales Management | 5 |
| MK5116 | Negotiations | 5 |
| MK5158 | Partnership Marketing | 5 |
| MK5148 | Applied Marketing Project | 20 |

***Standards***

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

## *Assessment & Examination*

In the main, modules will be assessed by examination and course work. Some modules may be assessed by course work only, including modules delivered online.

## *Syllabii*

***Strategic Marketing***

Strategic decision-making can have a long-term impact on the organisation. The objective of the course is to prepare the student for making critical Strategic Marketing decisions in an environment that is becoming ever more complex and fast changing. The course will allow students develop skills in dealing with Strategic Marketing problems, and to formulate a framework for developing Strategic Marketing plans.

***Research Methods***

The aim of this module is to achieve a solid theoretical understanding of the what, how, where, when and why of Research and to critically reflect upon and apply the various concepts and techniques in a business context. This module details the process of conducting research from the initial stages of conceptualising a research question to constructing the research design, choosing particular methodologies and methods and analysing the data collected. Independent thinking and reflection is encouraged with respect to the key issues researchers face, including ethical practice.

***Social Media Marketing Theory***

The objective of this course is to build upon marketing principles and investigate specialist areas of marketing, where the internet and other technologies provide opportunities for applications in marketing and business. An overview of the rapidly changing world of business and technology is provided: by addressing what is unique about digital marketing, it explores how these technologies are creating value for customers as well as the benefits for companies, their brands and their products.

***Consumption & Society***

This module will provide you with an understanding of the foundations of consumption and society. As part of this module, you will consider, compare and contrast the traditional approaches to customer behaviour as well as more contemporary perspectives related to consumption and society. Specifically, you will be introduced to a range of themes that are prevalent in today's consumerist society, as well as models and theories. Particularly emphasis will be paid to the application of these themes in practical contexts. We will also assess the role of consumption in the lives of individuals (including ourselves) and the importance of consumption in today's society.

***Services Marketing***

This course builds on the student's understanding of services at undergraduate level. It also introduces issues which influence the evolution of services both academically and in practice. The course is built around the GAPs model of service performance, and addresses recent developments in the services literature such as S-D Logic and the front line employee as the service brand.

***Marketing Performance & Productivity***

This module will introduce students to the area of measuring marketing performance and productivity. Specifically, the module will introduce students to the practices and models used to measure the organisations marketing performance relative to its overall business goals and the creation of shareholder value. The objective of the module is to ensure that students, as a senior marketing practitioner, will have the skills and knowledge necessary to prove how marketing contributes to financial performance; how marketing contributes to overall company profits and where the organisation should concentrate its marketing investment in order to achieve the greatest possible return for the organisation.

***Digital Sales Management***

Digital Sales Management examines why embracing the social web is vital and how managing selling activities changes in a digital environment. This module examines the key issues in digital sales management from both a theoretical and practical perspective. Sales and marketing functions are increasingly converging, with lead generation now frequently arising from digital campaigns. In digital sales, the selling function is carried out by many front of house services staff that need to understand and interact with customers via multiple channels, participating in social media in collaboration with marketing to influence purchasing decisions and convert leads into sales. Digital Sales Management outlines the new strategies required to make the most of the digital sales opportunities that exist. It provides the practical advice that sales and marketing professionals need to harness technology for better selling.

***Cases in Marketing Management & Strategy***

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***

This module examines Strategic Branding Strategies from the theoretical perspective of Customer Based Brand Equity (CBBE). The CBBE concept asserts that the value of the brand resides in the mind of the consumer. The module examines the methods used to develop and enhance CBBE, it suggests measures of consumer mindset, and it presents tools to build and sustain successful brands over time.

***Marketing Analytics***

This module will introduce students to the major components of marketing and sales analytics. Using current analytical tools and techniques, students will learn how to generate analytics to support data-driven decisions in such areas as marketing insights, competitive analysis, strategy, price, sales and promotions. Students will also learn how to synthesise the findings across these marketing areas and create an informed interpretation of actionable results and data-driven recommendations.

***Social Marketing and Sustainability***

Many if not all social marketing interventions proposed could be considered in terms of marketing systems today, i.e. focussing on generalised value exchange per se and the intricacies of understanding exchange from a social systems point of view. This module critically reflects upon nesting behaviour change within a social marketing systems perspective, to scale out and up social change for sustainability.

***Negotiations***

Negotiation is a dialogue to discover common ground among parties with differing aims, needs and perspectives in order to achieve a solution.

***Applied Marketing Project***

The objective of this project is to challenge students to learn how to become experts on a nominated topic which reflects an emerging trend in the practice of Marketing. This is achieved by challenging students to increase their knowledge and develop applied skills in a nominated topic. They then use this knowledge and skills to develop and deliver a strategy that will bring value to their assigned company. The module has two components: (1) Marketing Event & (2) Applied Marketing Project. The marketing event will comprise of an event that reflects a bridge between theory and practice which supports the applied project. The Applied Marketing Project will be a comprehensive assignment which aims to allow students to apply theories, models and tools studied during their MSc programme to real-life marketing challenges.

# POSTGRADUATE DIPLOMA IN MARKETING MANAGEMENT

A candidate who has passed modules totaling 60 Ects, other than the Applied Marketing Project, within a period of two years from commencement of the programme, shall be eligible for the award of Postgraduate Diploma in Marketing Management.

### *Programme Structure*

The programme is offered on a full-time basis over one academic year with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. To be eligible for the award of Postgraduate Diploma, candidates must pass examinations in each module (60 ects).

# MASTER OF SCIENCE IN MARKETING MANAGEMENT (Part-Time)

### *Programme Objective*

The MSc Marketing Management Programme Part-Time is offered over two academic years and is aimed at graduates who wish to develop a deeper understanding and a high level of expertise in a broad range of marketing subjects such as Strategic Marketing, Strategic Brand Management, Services Marketing, Social Marketing & Sustainability, Marketing Performance & Productivity, Social Media Marketing Theory, Consumption & Society and Marketing Analytics. It is also aimed at graduates who wish to build the strategic marketing knowledge and skills to become an all-round marketing professional. The programme, available full-time and part-time, is open to business and non-business graduates who want to work with real companies, build networks, be industry ready and boost their employability skills. On successful completion of this course, the student should be able to:

- the ability to analyse and critique marketing concepts, theories and frameworks and apply them to diverse market scenarios and sectors for the benefit of consumers, organisations, policy and society;
- the ability to apply appropriate marketing research techniques and methods in various marketing contexts, for existing market offerings, as well as for innovation commercialisation;
- cognitive and sepcialised transferable skills in digital marketing, brand management, services marketing, marketing analytics and performance, relevant to employment in profit and not-for-profit organisations;
- the ability to analyse a variety of cases and assess the implications of specific decisions within the dynamic nature of the contemporary business world;
- the appraisal of the complex ethical and social responsibilities of businesses;
- enhanced business communication skills required to work effectively in a global, multi-cultural and technologically-driven context.

### *Entry Requirements*

The programme is open to recent graduates of all disciplines. Normally the minimum entry requirements will be as follows:

Normally a second-class honours degree (NFQ Level 8 or equivalent) in any discipline. A primary degree with a minimum of three years relevant work experience will also be considered. IELTS score of 6.5 or equivalent, if applicable

However, not all applicants meeting this standard may be admitted, as the number of places available in any year may be limited.

## *Programme Structure*

The programme is offered on a part-time basis over two academic years with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. In year 2, students also complete an Applied Marketing Project which also incorporates an event and a project, under the supervision of staff members. To be eligible for the award of Masters, candidates must pass examinations in each module.

## Skills Development

Students will be supported by a Skills Development Programme which will cover topics such as how to study, how to summarise, file, store and reference readings, key writing skills, how to work in groups, presentation skills, using excel and databases, etc.

**Programme Content**

Year 1 Semester 1 Obligatory Courses:

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| MK563 | Research Methods | 5 |
| MK5139 | Social Media Marketing Theory | 5 |
| MK5146 | Consumption & Society | 5 |

Year 1 Semester 2 Obligatory Courses:

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| MK566 | Strategic Brand Management | 5 |
| MK5104 | Marketing Analytics | 5 |
| MK5158 | Partnership Marketing | 5 |

Year 2 Semester 1 Obligatory Courses:

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| MK5138 | Strategic Marketing | 10 |
| MK5117 | Services Marketing | 5 |
| MK5133 | Marketing Performance & Productivity | 5 |

Year 2 Semester 2 Obligatory Courses:

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| MK5140 | Cases in Marketing Management and Strategy | *10* |
| MK5116 | Negotiations | 5 |
| MK5136 | Digital Sales Management | 5 |

The programme is taught full-time over two academic years with assessments at the end of each semester. Students also complete an Applied Marketing Project (MK5148) which also incorporates a Marketing Event and Applied Project, under the supervision of staff members. This Applied Marketing Project will account for 20 ects and be completed by a date specified by the Marketing Discipline.

## *Assessment & Examination*

In the main, modules will be assessed by examination and course work. Some modules may be assessed by course work only, including modules delivered online.

## *Syllabii*

***Strategic Marketing***

Strategic decision-making can have a long-term impact on the organisation. The objective of the course is to prepare the student for making critical Strategic Marketing decisions in an environment that is becoming ever more complex and fast changing. The course will allow students develop skills in dealing with Strategic Marketing problems, and to formulate a framework for developing Strategic Marketing plans.

***Research Methods***
The aim of this module is to achieve a solid theoretical understanding of the what, how, where, when and why of Research and to critically reflect upon and apply the various concepts and techniques in a business context. This module details the process of conducting research from the initial stages of conceptualising a research question to constructing the research design, choosing particular methodologies and methods and analysing the data collected. Independent thinking and reflection is encouraged with respect to the key issues researchers face, including ethical practice.

***Consumption & Society***
This module will provide you with an understanding of the foundations of consumption and society. As part of this module, you will consider, compare and contrast the traditional approaches to customer behaviour as well as more contemporary perspectives related to consumption and society. Specifically, you will be introduced to a range of themes that are prevalent in today's consumerist society, as well as models and theories. Particularly emphasis will be paid to the application of these themes in practical contexts. We will also assess the role of consumption in the lives of individuals (including ourselves) and the importance of consumption in today's society.

***Social Media Marketing Theory***
The objective of this course is to build upon marketing principles and investigate specialist areas of marketing, where the internet and other technologies provide opportunities for applications in marketing and business. An overview of the rapidly changing world of business and technology is provided: by addressing what is unique about digital marketing, it explores how these technologies are creating value for customers as well as the benefits for companies, their brands and their products.

***Services Marketing***
This course builds on the student's understanding of services at undergraduate level. It also introduces issues which influence the evolution of services both academically and in practice. The course is built around the GAPs model of service performance, and addresses recent developments in the services literature such as S-D Logic and the front line employee as the service brand.

***Marketing Performance & Productivity***
This module will introduce students to the area of measuring marketing performance and productivity. Specifically, the module will introduce students to the practices and models used to measure the organisations marketing performance relative to its overall business goals and the creation of shareholder value. The objective of the module is to ensure that students, as a senior marketing practitioner, will have the skills and knowledge necessary to prove how marketing contributes to financial performance; how marketing contributes to overall company profits and where the organisation should concentrate its marketing investment in order to achieve the greatest possible return for the organisation.

***Digital Sales Management***
Digital Sales Management examines why embracing the social web is vital and how managing selling activities changes in a digital environment. This module examines the key issues in digital sales management from both a theoretical and practical perspective. Sales and marketing functions are increasingly converging, with lead generation now frequently arising from digital campaigns. In digital sales, the selling function is carried out by many front of house services staff that need to understand and interact with customers via multiple channels, participating in social media in collaboration with marketing to influence purchasing decisions and convert leads into sales. Digital Sales Management outlines the new strategies required to make the most of the digital sales opportunities that exist. It provides the practical advice that sales and marketing professionals need to harness technology for better selling.

***Cases in Marketing Management & Strategy***
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***
This module examines Strategic Branding Strategies from the theoretical perspective of Customer Based Brand Equity (CBBE). The CBBE concept asserts that the value of the brand resides in the mind of the consumer. The module examines the methods used to develop and enhance CBBE, it suggests measures of consumer mindset, and it presents tools to build and sustain successful brands over time.

***Marketing Analytics***
This module will introduce students to the major components of marketing and sales analytics. Using current analytical tools and techniques, students will learn how to generate analytics to support data-driven decisions in such areas as marketing insights, competitive analysis, strategy, price, sales and promotions. Students will also learn how to synthesise the findings across these marketing areas and create an informed interpretation of actionable results and data-driven recommendations.

***Social Marketing and Sustainability***
Many if not all social marketing interventions proposed could be considered in terms of marketing systems today, i.e. focussing on generalised value exchange per se and the intricacies of understanding exchange from a social systems point of view. This module critically reflects upon nesting behaviour change within a social marketing systems perspective, to scale out and up social change for

sustainability.

***Negotiations***
Negotiation is a dialogue to discover common ground among parties with differing aims, needs and perspectives in order to achieve a solution.

***Applied Marketing Project***
The objective of this project is to challenge students to learn how to become experts on a nominated topic which reflects an emerging trend in the practice of Marketing. This is achieved by challenging students to increase their knowledge and develop applied skills in a nominated topic. They then use this knowledge and skills to develop and deliver a strategy that will bring value to their assigned company. The module has two components: (1) Marketing Event & (2) Applied Marketing Project. The marketing event will comprise of an event that reflects a bridge between theory and practice which supports the applied project. The Applied Marketing Project will be a comprehensive assignment which aims to allow students to apply theories, models and tools studied during their MSc programme to real-life marketing challenges.

# POSTGRADUATE DIPLOMA IN MARKETING MANAGEMENT (PART-TIME)

A candidate who has passed modules totaling 60 Ects, other than the Applied Marketing Project, within a period of two years from commencement of the programme, shall be eligible for the award of Postgraduate Diploma in Marketing Management.

## *Programme Structure*
The programme is offered on a part-time basis over two academic years with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. To be eligible for the award of Postgraduate Diploma, candidates must pass examinations in each module (60 ects).

# MASTER OF SCIENCE IN DIGITAL MARKETING

## *Programme Objectives*

The programme is designed to build specialised expertise in key areas such as Content, Strategy, Analytics, Inbound and Digital Sales Management as well as general marketing knowledge in subjects such as Branding, Social Marketing & Sustainability and Services. The MSc Digital Marketing programme is aimed at graduates who wish to build the knowledge, competency and skills needed to enter the digital marketing workforce. The programme is open to business and non-business graduates who want to keep ahead of the digital curve, work with real companies, build their tech stack and boost their employability skills.

Therefore, the programme will assist students to:

- evaluate digital concepts, tactics, tools and measurement frameworks to create digital content, strategies and analytical insights into the role of digital marketing in practice;
- demonstrate the ability to research, critique and evaluate elements of digital marketing activity through the preparation and presentation of reports, audits, infographics, videos, plans, strategies and campaigns;
- generate analytics to support data-driven decisions and recommendations;
- recognise the strategic role digital performs in selling;
- assess critically organisations' digital marketing efforts according to international standards of 'best practice';
- build digital marketing technical skills and a repertoire of globally recognised certifications, sought-after by employers.

## *Entry Requirements*

The programme is open to recent graduates of all disciplines. Normally the minimum entry requirements will be as follows:

Normally a second-class honours degree (NFQ Level 8 or equivalent) in any discipline. A primary degree with a minimum of three years relevant work experience will also be considered. IELTS score of 6.5 or equivalent, if applicable.

However, not all applicants meeting this standard may be admitted as the number of places available in any year may be limited.

## *Programme Structure*

The programme is offered on a full-time basis over one academic year with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. Students also complete an Applied Marketing Project which also incorporates a Marketing Event and an Applied Project, under the supervision of staff members. This Applied Marketing project will account for 20 ects and will be completed by a date specified by the Marketing Discipline. To be eligible for the award of Masters, candidates must pass examinations in each module.

## *Skills Development*

Students will be supported by a Skills Development Programme which will cover topics such as how to study, how to summarise, file, store and reference readings, key writing skills, how to work in groups, presentation skills, using excel and databases, etc.

## *Programme Content*

Semester I Modules:

**Obligatory Modules**

| *Code* | *Module* | *ECTS* |
|---|---|---|
| MK5143 | Inbound Marketing & Content | 10 |
| MK563 | Research Methods | 5 |
| MK5139 | Social Media Marketing Theory | 5 |
| MK5117 | Services Marketing | 5 |
| MK5133 | Marketing Performance & Productivity | 5 |
| MK5146 | Consumption & Society | 5 |

Semester 2 Modules

| *Code* | *Module* | *ECTS* |
|---|---|---|
| MK5130 | Digital Marketing Strategy | 10 |
| MK5144 | Digital Metrics & Analytics | 5 |
| MK566 | Strategic Brand Management | 5 |
| MK5104 | Marketing Analytics | 5 |
| MK5158 | Partnership Marketing | 5 |
| MK5136 | Digital Sales Management | 5 |

This programme is taught full-time over one academic year with assessments at the end of each semester. Students also complete an Applied Marketing Project (MK5148) which also incorporates a Marketing Event and an Applied Project, under the supervision of staff members. This Applied Marketing Project will account for 20 ects and be completed by a date specified by the Marketing Discipline.

## *Assessment and Examination*

In the main, modules will be assessed by examination and course work. Some modules may be assessed by course work only, including those delivered online.

## *Syllabii*

***Social Media Marketing Theory***

The objective of this module is to build upon marketing principles and investigate where the internet and other technologies provide opportunities for applications in marketing and business. The module provides an overview of the rapidly changing world of business and technology by addressing what is unique about digital marketing. It explores how these technologies are creating value for customers, as well as the benefits for companies, their products and brands.

***Digital Marketing Strategy***

The aim of this module is to provide students with the knowledge and skill-set to conceptualise and deliver a creative digital marketing campaign, which can be integrated into an overall marketing strategy. By focusing on best practice, this practical and informative module will ensure students have the foundation to work in the digital marketing area and know who to develop their digital marketing skills.

***Digital Sales Management***

Digital Sales Management examines why embracing the social web is vital and how managing selling activities changes in a digital environment. This module examines the key issues in digital sales management from both a theoretical and practical perspective. Sales and marketing functions are increasingly converging, with lead generation now frequently arising from digital campaigns. In digital sales, the selling function is carried out by many front of house services staff that need to understand and interact with customers via multiple channels, participating in social media in collaboration with marketing to influence purchasing decisions and convert leads into sales. Digital Sales Management outlines the new strategies required to make the most of the digital sales opportunities that exist. It provides the practical advice that sales and marketing professionals need to harness technology for better selling.

***Research Methods***

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***Services Marketing***

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***Marketing Performance & Productivity***

This module will introduce students to the area of measuring marketing performance and productivity. Specifically, the module will introduce students to the practices and models used to measure the organisations marketing performance relative to its overall business goals and the creation of shareholder value. The objective of the module is to ensure that students, as a senior marketing practitioner, will have the skills and knowledge necessary to prove how marketing contributes to financial performance; how marketing contributes to overall company profits and where the organisation should concentrate its marketing investment in order to achieve the greatest possible return for the organisation.

***Strategic Brand Management***

This module examines Strategic Branding Strategies from the theoretical perspective of Customer Based Brand Equity (CBBE). The CBBE concept asserts that the value of the brand resides in the mind of the consumer. The module examines the methods used to develop and enhance CBBE, it suggests measures of consumer mindset, and it presents tools to build and sustain successful brands over time.

***Marketing Analytics***

This module will introduce students to the major components of marketing and sales analytics. Using current analytical tools and techniques, students will learn how to generate analytics to support data-driven decisions in such areas as marketing insights, competitive analysis, strategy, price, sales and promotions. Students will also learn how to synthesise the findings across these marketing areas and create an informed interpretation of actionable results and data-driven recommendations.

***Social Marketing & Sustainability***

Many if not all social marketing interventions proposed could be considered in terms of marketing systems today, i.e. focussing on generalised value exchange per se and the intricacies of understanding exchange from a social systems point of view. This module critically reflects upon nesting behaviour change within a social marketing systems perspective, to scale out and up social change for sustainability.

***Inbound Marketing & Content Creation***

Inbound marketing is used by both global companies (e.g. Starbucks, Taco Bell, American Express, Microsoft, Tesco...the list goes on) and small businesses alike as a means of engaging their target audience, driving quality lead growth and ultimately their bottom line. HubSpot, the acknowledged global leader in Inbound Marketing, promotes a simple but powerful model based around four primary actions (Attract, Convert, Close, Delight) that businesses must take in order to get more visitors, leads, customers, and promoters. Included in this methodology are the tools and technology that companies typically use to accomplish these goals.

***Digital Metrics & Analytics***

Digital Marketers need to be able to look at more than just impressions and clicks to drive better decisions and return on investment. Digital Marketers need to know what happens after a person clicks on an ad and understand what, if any, value that provides to a business. This module focuses on the digital metrics, KPIs and analytics used to measure and track the performance of marketing campaigns. The more insight that can be gained from metrics and analytics, alongside the generation and automation of reports to track trends in behaviour and sales, the more informed the decisions a company can make when allocating where, when, and how much, or little, to invest in digital marketing spend.

***Applied Marketing Project***

The objective of this project is to challenge students to learn how to become experts on a nominated topic, which reflects as emerging trend in the practice of Marketing. This is achieved by challenging students to increase their knowledge and develop applied skills in a nominated topic. They then use this knowledge and skills to develop and deliver a strategy that will bring value to their assigned company. The module has two components: a Marketing Event and an Applied Project. The Marketing Event will normally be held after the end of year exams in May, covering Executive Training and Skills for Marketing Professionals for the relevant MSc Marketing programme. The Applied Marketing Project will be a comprehensive assignment which aims to allow students to apply theories, models and tools studied during their MSc programme to real-life marketing challenges.

# POSTGRADUATE DIPLOMA IN DIGITAL MARKETING

A candidate who has passed modules totaling 60 Ects, other than the Applied Marketing Project, within a period of two years from commencement of the programme, shall be eligible for the award of Postgraduate Diploma in Digital Marketing.

## *Programme Structure*

The programme is offered on a full-time basis over one academic year with assessments at the end of each semester. Lectures will commence in the first week of September and will consist of lectures, projects/assignments, case studies and presentations. To be eligible for the award of Postgraduate Diploma, candidates must pass examinations in each module (60 ects).

# 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*** | ***Module*** | ***ECTS*** |
|---|---|---|
| AY3103 | Introduction to Financial Management | 5 |
| AY5123 | Accounting & Financial Analysis | 5 |
| EC5133 | Principles of Economics for Business | 5 |
| MG524 | Management | 5 |
| MS873 | Management Information Systems I | 5 |
| MK204 | Marketing Principles | 5 |

In the Second Semester, the following subject is obligatory:

| | | |
|---|---|---|
| MG3109 | Innovation, Creativity & Enterprise | 5 |

In addition, students will select, subject to approval of the School, courses totalling 25 ECTS credits from the following list:

| ***Code*** | ***Module*** | ***ECTS*** |
|---|---|---|
| AY209 | Int. Fin. Reporting 1 | 5 |
| AY874 | Accounting for Management Decisions | 5 |
| AY875 | Financial Management II | 5 |
| EC2101 | Macroeconomics and the Business Environment | 5 |
| MG3118 | HRM and Decent Work | 5 |
| MG2101 | Entrepreneurial Venture Development | 5 |
| MG3102 | Work in a Global Context | 5 |
| MK203 | Buyer Behaviour Analysis | 5 |
| MK303 | Global Marketing | 5 |
| MK341 | Brand Management | 5 |
| MS319 | Enterprise Systems | 5 |
| MS2100 | Cybersecurity | 5 |
| MS4101 | Implementing Digital Innovation | 5 |
| LW190 | Business Law | 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).

## *Syllabii*

***Introduction to Financial Management***

The objective of this module is to develop an understanding of the foundations and concepts of Financial Management and to develop the skills required in the application of analytical techniques which are relevant to decision-making in the practice of Financial Management in a global context, cognisant of the needs and responsibilities of business for society.

***Accounting and Financial Analysis***

This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. It is designed for students who have not previously taken accounting. The course will provide a good basic foundation in Financial Accounting and Analysis. On course completion, students will be expected to be capable of preparing and interpreting simple financial statements.

***Principles of Economics for Business***

This is an introductory economics module. The module will start with an overview of economics and will be followed with an introduction to microeconomics and macroeconomics, the two main streams of economics. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and become familiar with different types of market structures, such as monopoly and perfect competition. Macroeconomics is the study of the economy as a whole. In this module you will learn about measures used to measure an economy's performance and about short run fluctuations in the economy.

**Principles of Economics for Business**

This module will start with an overview of Economics. This will be followed with an introduction to Microeconomics and Macroeconomics, the two streams of Economics. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of Microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and become familiar with different types of market structures, such as monopoly and perfect competition. Macroeconomics is the study of the economy as a whole. In this module you will learn about measures used to measure an economy's performance and about short run fluctuations in the economy.

***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.

***Management Information Systems I***

The objective of this module is to provide students with a broad understanding of the fundamental and strategic importance of information systems in the operations and management of contemporary organisations.

***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.

***Innovation, Creativity & Enterprise***

This course has an underlying theme of innovative practice and is designed to educate students to recognisee and develop opportunities for innovation in response to organizational changes. Delivered using a blended learning approach the course combines large-class lectures, small group workshops and a group project. The course will highlight current thinking and practice with respect to innovation, creativity and enterprise.

***International Financial Reporting I***

This optional course is strongly recommended for those wishing to study accounting in third year, and is aimed particularly at those interested in pursuing a career in Accounting. The objectives of the course are to build on introductory financial accounting courses to complete the development of the basic accounting skills necessary to allow students to progress to more advanced study of financial accounting and to introduce students to the environment and practice of financial reporting.

***Accounting for Management Decisions***

The objective of this course is to provide students with a comprehensive introduction to the principal issues and practices in cost and management accounting. Students are required to have previously completed an introductory course in financial accounting, but no previous knowledge of management accounting is assumed.

***Financial Management II***

The objective of this second course in Finance is to build on the foundations of the first course in extending your knowledge of the theory and practice of Financial Management. In particular, the course is designed to achieve the learning outcomes specified separately under each topic heading.

***Macroeconomics and the Business Environment***
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.

***HRM and Decent Work***
Human resource management (HRM) is the organisational function concerned with sourcing employees, improving their performance and recognising their achievements. Strategic HRM integrates all people management policies aligning them with organisational strategic objectives in a manner that is ethically defensible and legally appropriate. At the same time, critical HRM realises that people do not represent a passive commodity to be used, redeployed and disposed of at will. Employees react and respond to managerial interventions. Careful policy design, implementation and monitoring promotes employee well being and organisational effectiveness. The objectives of this module are to: • introduce you to the contemporary business, strategic, legal and industrial relations environment in which HR professionals practice • provide a foundation to develop knowledge and skills in the HR functional areas of resourcing, performance management and reward.

***Entrepreneurial Venture Development***
The aim of this module is to introduce students to the multifaceted environment of entrepreneurial venture creation and development. The module will examine what it's like to be an entrepreneur and the different approaches to becoming an entrepreneur that may be employed. While lectures will provide an introduction into the tools and approaches to entrepreneurial thinking and action that are underpinned by theory, students will have the opportunity to apply these in a real-life setting outside of class. More specifically, in groups, students will have the opportunity to work on a real case of an existing business venture; liaising with the entrepreneur/founder to gain exposure to the issues and realities of creating and developing a venture and working as an entrepreneur. As part of this exercise, student groups will also generate, research, evaluate and communicate their own entrepreneurial idea in the context of the business venture case.

The module is of relevance and interest to students across disciplines; including law, engineering and science as well as business. For example, students in law and engineering can use this module to help understand and develop a business case for establishing and developing a law practice, consultancy businesses or the introduction of a new product or service to the marketplace. For business students in particular, the module provides an opportunity for students to delve more deeply into becoming an entrepreneur and applying knowledge and skills developed in other modules (e.g. marketing, management etc.).

***Work in a Global Context***
This module aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. The module provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. The meaning of culture is explored by drawing on a range of national cultural and institutional models and studies and providing a broad understanding of the international context in which multinational corporations operate. How national culture influences management practice is also considered. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices for example, in what ways do human resource management and employment practices differ across countries and why? What are the possible underlying cultural and institutional reasons for these differences? The influence of national culture on aspects of organization structure will also be examined. A range of areas in international management will be reviewed including, structure and learning networks, transfer of HRM practices in MNCs, knowledge transfer and corporate social responsibility. Finally, we consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.

***Buyer Behaviour Analysis***
The objective of this module is to give students a critical understanding of the factors influencing consumer behaviour which can be used in the development of more effective marketing strategies. On completion of this module, students will appreciate the significance of the consumer in the overall marketing mix; be familiar with the principles and concepts of consumer behaviour and how these translate into practice; understand how, when, by whom and in what way the consumer is influenced in making purchase decisions; be aware of the methods and tools used to gain insight into consumer behaviour and appreciate how marketing managers use consumer motivations to make tactical and strategic marketing decisions.

***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.

***Brand Management***
This course introduces the student to brands by allowing them to stand in the shoes of the Brand Manager, and to learn the tools for creating powerful brands.

***Enterprise Systems***
The objective of this course is to develop students' understanding of Enterprise Systems. It will look at Enterprise Systems from different perspectives – why they are used, how they are used, the sub-systems (Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management) contained within Enterprise Systems. It will also deal with how these systems are designed, implemented and updated.

***Cybersecurity***
This module is designed to provide business and law students with an introduction to fundamental aspects of managing cybersecurity and privacy within organisations. Students will develop an understanding of how to protect their own personal information assets as well as those of employers and clients.

***Implementing Digital Innovation***
The objective of this module is to explore the strategy and implementation of digital innovation in contemporary business organisations.

***Business Law I***
The aim of this module is to introduce students to the fundamental principles of law, to enable them to understand the importance of law in society and, its relevance to business. This will first require an understanding of the Irish Legal System and the impact of EU Law. This course will focus on the law of contract and sale of goods law. 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 objective of this course is to provide students with a clear understanding of the substantive issues of European economic law or the law of the internal market and of European competition law. The course deals with the substantive law of the European Union. 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.

# HIGHER DIPLOMA IN FINANCIAL ANALYSIS

## *Programme Overview*

Graduates equipped with skills drawn from the dual disciplines of accounting and economics will play increasingly key and impactful roles in financial, banking and business sectors in the future. The goal of Higher Diploma in Financial Analysis is to introduce students to and equip students with the applied analytical skills they need to secure future employment in the financial, banking and business sectors. This course will introduce students to the fundamental principles and analytical methods of accounting and economics in addition to modules from other business related disciplines. Upon graduating, course participants will be equipped with a foundation of knowledge and skills that will prepare them for further studies and future careers in this field. The long-term employment prospects for graduates from this course are extremely good. In terms of further study opportunities, graduates will be equipped to progress to MSc level programmes, such as the MSc Corporate Finance and the MSc International Finance at University of Galway. In terms of career opportunities, graduates may take up a range of positions in the financial, banking and business sectors.

## *Entry Requirements*

The programme is open to degree holders from a university or other recognised degree-awarding body. Applicants should hold an NQAI Level 8 qualification or equivalent; IELTS score of 6.5 or equivalent, if applicable.

## *Programme Duration*

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 and, case studies, essays, projects, reports and presentations. Examinations will be held at the end of each of the semesters, and repeat examinations are held in the Autumn.

**Programme Structure**

**Semester 1**

| Module Code | Module | ECTS | |
|---|---|---|---|
| AY872 | Financial Management I | 5 | Core |
| AY5123 | Accounting and Financial Analysis | 5 | Core |
| EC5133 | Principles of Economics for Business | 5 | Core |
| MG524 | Management | 5 | Core |
| MK204 | Marketing Principles | 5 | Core |
| MS873 | Management Information Systems | 5 | Core |

**Semester 2**

| Module Code | Module | ECTS | |
|---|---|---|---|
| AY874 | Accounting for Management Decisions | 5 | Core |
| AY875 | Financial Management II | 5 | Core |
| EC247 | Introduction to Financial Economics | 5 | Core |
| EC2101 | Macro Economics and the Business Environment | 5 | Core |
| MG3109 | Innovation: Creativity and Enterprise | 5 | Core |
| | | | |
| Electives (choose 1) | | | |
| AY209 | International Financial Reporting I | 5 | Optional |
| EC362 | Economics of Financial Markets | 5 | Optional |
| EC3100 | Economics and Philosophy | 5 | Optional |
| MS319 | Enterprise Systems | 5 | Optional |

## Syllabii

***AY209 - International Financial Reporting I***

This optional course is strongly recommended for those wishing to study accounting in third year, and is aimed particularly at those interested in pursuing a career in Accounting. The objectives of the course are to build on introductory financial accounting courses to complete the development of the basic accounting skills necessary to allow students to progress to more advanced study of financial accounting and to introduce students to the environment and practice of financial reporting.

***AY5123 - Accounting and Financial Analysis***
This course is intended to develop in students the skills necessary to prepare, interpret and use accounting and financial information in a business context. It is designed for students who have not previously taken accounting. The course will provide a good basic foundation in Financial Accounting and Analysis. On course completion, students will be expected to be capable of preparing and interpreting simple financial statements.

***AY872 - Financial Management I***
The objective of this course is to develop the participants' understanding of the theory and practice of financial management, and to develop their skills in the application of this knowledge to financial decision-making. It is designed for students who have not previously studied finance. The course will provide a good basic foundation in Financial Management for students not intending to specialise in finance. The course provides a broad understanding of the objectives and methods of financial management, from which students can progress to a more advanced study of corporate finance.

***AY874 - Accounting for Management Decisions***
The objective of this course is to provide students with a comprehensive introduction to the principal issues and practices in cost and management accounting. Students are required to have previously completed an introductory course in financial accounting, but no previous knowledge of management accounting is assumed.

***EC5133 Principles of Economics for Business***
This is an introductory economics module. The module will start with an overview of economics and will be followed with an introduction to microeconomics and macroeconomics, the two main streams of economics. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and become familiar with different types of market structures, such as monopoly and perfect competition. Macroeconomics is the study of the economy as a whole. In this module you will learn about measures used to measure an economy's performance and about short run fluctuations in the economy.

***AY874 - Financial Management II***
The objective of this second course in Finance is to build on the foundations of the first course in extending your knowledge of the theory and practice of Financial Management. In particular, the course is designed to achieve the learning outcomes specified separately under each topic heading below.

***EC2101 - Macroeconomics and the Business Environment***
This is an intermediate macroeconomics module dealing with the theory and practice of macroeconomics. It builds upon the concepts and principles covered in first year macroeconomics. The objective of the module is to understand the core models in (short-run) macroeconomic theory and to learn how these theories can be applied to various short-run policy issues, both domestically (Ireland) and in an international (EU/eurozone) setting.

***EC247 - Introduction to Financial Economics***
This module provides an introduction to financial economics, with an emphasis on combining knowledge of `real world' financial markets with economic theory, and with statistical methods, to value financial instruments and analyse portfolios. We ground our understanding of risk and return in statistical models, moving from the analysis of individual financial instruments such as shares or bonds, to the analysis of combinations of these in portfolios. We analyse the construction of optimal portfolios in mean-variance terms, and the implications these models have for the pricing of financial assets. We delve further into particular methods for the valuation of equity, bonds, and derivative instruments, especially options. A key focus is on the practical application of concepts through the analysis and interpretation of financial data, mainly using spreadsheets, and particularly in the context of an applied, data-driven financial analysis project.

***EC3100 - Economics and Philosophy***
This module will explore the interface between economic analysis and moral philosophy. It will show how insights and analytical tools from economics can contribute to ethics, and demonstrate how an understanding of moral philosophy can improve economic analysis. Topics covered include: rationality and the preference axioms, welfare, efficiency and consequentialism, rights, theories of distributive justice, social choice theory, game theory and decision theory.

**EC362 - Economics of Financial Markets**
This module focuses on global financial markets from an investments perspective. A large emphasis is put on making this module quite practical and focused on contemporary facets of the world of finance. Therefore, we are going to address issues such as: the factors behind recent global stock market performance; evaluating current investment themes and trends; analysing the ongoing growth of passive investing via exchange traded funds (ETFs); how central bank policies affect global financial markets; how to use behavioural biases to analyse financial assets, and applying derivatives to hedge, speculate, and arbitrage in financial markets.

***EC5133 - Principles of Microeconomics for Business***
This module will start with an overview of Economics. This will be followed with an introduction to Microeconomics and Macroeconomics, the two streams of Economics. Microeconomics is the study of how households and firms make decisions and how they interact in specific markets. In this module you will learn the basic principles of Microeconomics. You will learn how demand and supply interact to determine market prices and how government intervention can affect market outcomes. You will also learn how firms make production decisions and become familiar with different types of market structures, such as monopoly and perfect competition. Macroeconomics is the study of the economy as a whole. In this module you will learn about measures used to measure an economy's performance and about short run fluctuations in the economy.

***MG524 - Management***
The course is designed as an introduction to the role of management in organisational structures. Locate the history and foundations of management thought in dimensions of modern organisations. Explain and discuss the role, functions and skills of effective management. Derive a view on how management principles are applied in a range of organisational settings to explain the role of planned change through strategy, technology and innovative process. Provide exposure to the concepts, theories and techniques on which management is based. Application of management concepts across a wide range of business settings.

***MK204 - Marketing Principles***
The object of this course is to introduce students to the key marketing concepts and their application in both an Irish and international context.

***MS319 - Enterprise Systems***
The objective of the module is to develop students' understanding of Enterprise Systems. It will look at Enterprise Systems from different perspectives: why they are used; how they are used; the different sub-systems (Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management) contained within the Enterprise Systems. It will also deal with how these systems are designed, implemented and updated.

***MS873 - Management Information Systems I***
The objective of the module is to provide students with a broad understanding of the fundamental, and strategic importance of information systems in the operations and management of contemporary organisations.

***MG3109 - Innovation: Creativity and Enterprise***
This course has an underlying theme of innovative practice and is designed to educate students to recognise and develop opportunities for innovation in response to organisational changes. Delivered using a blended learning approach the course combines large-class lectures, small group workshops and a group project. The course will highlight current thinking and practice with respect to innovation, creativity and enterprise.

# MASTER OF SCIENCE IN CYBERSECURITY RISK MANAGEMENT

## Aims of Programme

The M.Sc. in Cybersecurity Risk Management focuses on the strategic deployment and implementation of cybersecurity within an organisation. Our aim is to develop strategic thinkers who can understand the threat, manage resources, implement solutions, and can effectively communicate these to senior decision makers in order to support the strategic growth of a business.

## Graduate Attributes

- Graduates of this programme will have the necessary skills and expert knowledge to take on challenging roles in cybersecurity risk management within organisations.
- They will be able to analyse complex information about cybersecurity threats and vulnerabilities from a variety of sources.
- They will be able to communicate effectively to employees, managers and the general public about cybersecurity risks.
- They will be able to work effectively in teams, demonstrating leadership, initiative, creativity and critical thinking skills.
- They will be committed to professional codes of conduct and ethics, and will have an appreciation of their responsibility to serve society as good corporate and national citizens.

## Programme Structure

***Semester 1: Core modules***

| | | |
|---|---|---|
| MS5125 | Cybersecurity Risk Management | 10 ECTS* |
| MS807 | Information Systems Management | 5 ECTS |
| MS5107 | Business Modelling & Analytics | 5 ECTS |

***Semester 1 electives: Choose two***

| | | |
|---|---|---|
| MS806 | Business Applications Programming | 5 ECTS |
| MS805 | Database Systems | 5 ECTS |
| LW383 | Information Technology Law | 5 ECTS |
| MG557 | Strategic Management | 5 ECTS |
| MS804 | Systems Development & Project Management | 5 ECTS |

***Semester 2: Core modules***

| | | |
|---|---|---|
| MS5134 | Cybersecurity Risk Management 2 | 10 ECTS** |
| MS5118 | Cloud Computing | 5 ECTS |
| MS5126 | Philosophy of Information & Information Ethics | 5 ECTS |
| MS5130 | Applied Analytics in Business & Society | 5ECTS |

***Semester 2 electives: Choose one***

| | | |
|---|---|---|
| MS5114 | Advanced Programming for Business Analytics | 5 ECTS |
| MS803 | Business Data Communications | 5 ECTS |
| MS5129 | Storytelling Through Data Visualisation | 5ECTS |

***Summer School: Core module***

MS5127 Major Cybersecurity Project (30 ECTS)

* This module is aligned with the curriculum of the internationally recognised CompTIA Security+ professional qualification.

# MASTER OF SCIENCE IN SUSTAINABILITY LEADERSHIP

**Course Overview**

Sustainability is a leadership imperative in today's world, as organisations face increasing pressure to respond to complex global problems such as climate change, labour exploitation, and persistent inequality. This programme will equip students with the leadership skills to address the challenges, risks, and opportunities that environmental sustainability and social responsibility present for contemporary businesses and organisations. Participants will learn to value the importance of preserving relationships with communities, employees, and the environment, therefore ensuring responsible business models. Through a holistic consideration of environmental, economic, and social resources, students will develop the expertise to lead organisations through the transition towards a sustainable planet and society.

The programme leverages the interdisciplinary research strengths and capacity developed over several years within the College of Business, Public Policy & Law, the College of Science and Engineering and the Ryan Institute.The part-time, flexible approach allows for industry's skills needs and training requirements to be met in a flexible manner. The curriculum will include an international study trip to a highly ranked European university partner. The curriculum is strongly integrated with industry through a combination of guest speakers, company site visits, real-life case studies and applied sustainability projects. Organisations are grappling with managing the transition towards a sustainable planet and society. The programme addresses a gap in the market and will enable participants to develop sustainability leadership expertise.

**YEAR 1**

*Semester 1: Core modules*

| | | |
|---|---|---|
| MK5155 | Consumption & the Consumerist Society | 5 |
| MG5145 | Responsible Management and Leadership | 10 |

*Semester 2: Core modules*

| | | |
|---|---|---|
| BSS2104 | Introduction to Sustainability | 5 |
| MG5144 | Sustainable Innovation | 10 |

**Early exit award: Postgraduate Certificate in Sustainability Leadership 30 ECTS.**

**YEAR 2**

*Semester 1: Core modules*

| | | |
|---|---|---|
| AY5138 | Corporate Governance and Taxation | 5 |
| MS5133 | Sustainable Information Systems | 10 |
| SBE5117 | Field trips: Leading sustainable business transformation | 20 |

*Semester 2: Core module*

| | | |
|---|---|---|
| EC5145 | The Economics of ESG | 10 |

*Semester 2 electives: Choose one*

| | | |
|---|---|---|
| SBE5118 | IrelandNetZero Simulator (Note: BSS2104 is a pre-requisite module) | |
| | *or* | 5 |
| MK5153 | Stakeholders, Partnership Development and Collective Action | |

*Semester 3 (summer) electives: Choose one*

| | | |
|---|---|---|
| AY5139 | Financing Net Zero Summer School | |
| | *or* | 10 |
| MK5154 | Systems Thinking and Practice for Sustainable Leadership | |

# 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 Skills and the presentation of a Research Dissertation.The programme can be taken online.

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 |
|---|---|---|
| MS5101 | Research Skills for Business Students (online) | 10 |
| MS563 | Research Dissertation | 80 |

Total credits: 90 ECTS

# 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. The programme can be taken on line.

**Candidates will pursue the following programme of studies:**

**Year 1**

**Programme Structure**

| Code | Module | ECTS |
|---|---|---|
| MS5101 | Research Skills for Business Students (online) | 10 |

The Research Skills module is assessed solely on the basis of continuous assesment. The module is delivered online.

Year 2

**Programme Structure**

| Code | Module | ECTS |
|---|---|---|
| MS563 | Research Dissertation | 80 |

Total Credits: 90 ECTS

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 Skills at the earliest time of offering, and must complete this module 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

# STRUCTURED PhD
# COLLEGE OF BUSINESS, PUBLIC POLICY AND LAW

## *Overview*

The goal of doctoral education is to cultivate a research mindset, to nurture flexibility of thought and intellectual autonomy through an original, concrete research project. It is the practice of research that creates this mindset. The core component of the structured PhD programme is the advancement of knowledge through original research.

The purpose of structuring the doctoral programme is to provide the support and skills that students needs to help achieve their academic and professional goals. The structured PhD is a formalized, integrated programme of education, training, research, personal and professional development activities. It enables the development of discipline-specific knowledge and research skills as well as generic transferable skills.

Supervision is by a principal supervisor who is responsible for providing guidance on the research carried out by the student and manages the student's training. The student and supervisor are supported by a Graduate Research Committee (GRC). The GRC formally monitors student progress through an annual review process in line with national and international best practice. (Students whose progress towards a PhD is unsatisfactory may be recommended to submit an MPhil.)

**The Structured PhD is available as a 4-year Full Time programme or a 6 –year Part Time programme (360 ECTS).**

*Students who first register for a PhD prior to the academic year 2015/2016:*
Each student must obtain a minimum of **30 ECTS** through structured modules having a taught or skills component, and a maximum of 45 ECTS, over the course of the PhD.

*Students who first register for a PhD from or after the academic year 2015/2016:*
Each student must obtain a total of **30 ECTS** through structured modules having a taught or skills component, over the course of the PhD and the remaining 330 ECTS are awarded for the Dissertation.

The thesis remains central to the award of the PhD. The remaining ECTS are derived from the research component.

**Part Time:** The traditional research only PhD also remains available for those wishing to complete on a part time basis.

## *Induction and Orientation*

**Induction** is organized by the College of Business Public Policy & Law through its constituent Schools (the School of Business and Economics and the School of Law) and is mandatory for all first year research students. Research process, regulations and ethics, research finances, information/library resources and other general information on the University will be provided to students at Induction. **Orientation** is a separate event, also mandatory for all research students, which is organized by Graduate Studies and normally takes place prior to induction.

**Governance**

The student's Graduate Research Committee is responsible for confirming that modules have been taken and assessed.[2] Module assessment is the responsibility of the student's supervisor or the lecturer delivering the module, as appropriate. The student should provide the GRC, in advance of the annual review, with details of modules taken, results achieved and copies of their assessment as part of their annual progress review. This should include a signed declaration to the effect that the student has not taken these modules previously, either as part of the structured PhD or as part of a master's degree in this or any other institution. The GRC, once satisfied that modules have been taken and assessed, will sign off on the modules in the annual GRC report. This information is passed to the College office where it is recorded on the student's Yearly Progress Report. The Dean and the College office have responsibility for oversight of this process.

[2] See University Guidelines for Research Degree Programmes, section 4.2 and section 5.8

https://www.universityofgalway.ie/media/graduatestudies/files/university_guidelines_for_research_degree_programmes.pdf

# MARKS & STANDARDS FOR ALL STRUCTURED PHD PROGRAMMES

## *1. Introduction*

These general regulations apply to all Structured PhD programmes in the University. Every PhD programme **must comply** with these regulations unless otherwise provided as per section 9 below. Students must also refer to the specific College PhD programme regulations and requirements and the University's Guidelines for Research Degree Programmes.

These regulations are approved by the University's Academic Council and are regulated and reviewed by the Academic Council's Standing Committee, following prior consideration by the Academic Regulations Committee. The Academic Regulations Committee is comprised of the Registrar and Deputy-President (Chair), Academic Secretary, Deans of College, another representative from each College, the Dean of Graduate Studies and the Director of Adult Education. Relevant administrative staff will be in attendance at the Committee's meetings. The Committee reports to Standing Committee of Academic Council.

## *2. PhD Programme Structure*

PhD programmes are aligned with Level 10 of Ireland's National Framework of Qualifications. A fulltime PhD programme is normally of 4 years duration and a part-time PhD programme is normally of 6 years duration.

The University's awards and programmes are organized in accordance with the European Credit Transfer System (ECTS). The Structured PhD **Programme requires successful completion and examination of the research thesis and 30 ECTS of modules, approved by the student's Graduate Research Committee (GRC).** Each module is a unit of teaching and learning formally offered within the University* and carrying credit expressed as a number of credit points in accordance with the ECTS.

The programme of modules should be discussed with the student's supervisor and agreed by her/his GRC. Fulltime students will normally take modules to a weighting of 30 ECTS over Years 1-3 of their PhD programme. In exceptional circumstances students may be allowed to take modules in Year 4, subject to the agreement of the student's GRC. In the case of part- time students, the GRC will specify an appropriate schedule for taking the modules of the programme.

***In no case will a student be allowed present her/his thesis until her/his GRC has verified that she/he has successfully completed approved modules to a total of 30 ECTS.***

*The University, through the relevant College, may approve courses at another University or Institute towards the 30 ECTS of modules.

## *3. Module Descriptions and Weightings*

The modules will have prescribed **Learning Outcomes**, and carry credit expressed as a number of credit points in accordance with the European Credit Transfer System. **Module Descriptions** will be specified in the University's central Curriculum Management System and will be set-out in the **Programme Descriptions and Regulations. Individual modules will have an ECTS credit weighting of 5 ECTS, or may be expressed in whole multiples of 5 ECTS where good academic practice requires larger units of study.**

## *4. Arrangements for Assessment and Formal Examination of Modules*

Modules on PhD programmes are assessed on a **credit awarded/credit not awarded** basis. Credit will be awarded where the student achieves the minimum passing mark required for the module (normally 40%).

The University's standard examination periods are

- End of semester 1
- End of Semester 2
- Repeat (of Semester 1 and 2) Examinations (August).

Modules may be assessed in any combination of formal examinations, assignments, projects, essays, papers, reports, presentations & debates, locally-set exercises, laboratory or field- work, or other experiential learning.

Where different components of assessment (course work, laboratory work, continuous assessment, final assessment, etc.) within a module contribute to the final grade it shall **not normally** be a requirement that any one of these components be separately passed. Only an overall result for the module will be returned.

**A mark of 'Incomplete' must be returned to the Examinations Office where there is a requirement that an element(s) of a module be passed and that element(s) is not passed. A student is required to retake all elements of an incomplete module** unless the relevant College provides by regulation that students be exempt from retaking specific components.

College level provisions should be the same across all programmes and modules in a College.

Marks for components of a module (i.e. sub-module assessment elements) from previousattempt(s) do not carry forward from one assessment to the next unless the relevant College has made provision to exempt student from retaking specific components for academic reasons.

Where modules are examined by means of a **formal examination** paper administered by the University's Examinations Office and time-tabled centrally, the examination will be of standard **two hours duration**. Where a module weighting is greater than 5 ECTS, the formal examination may be broken into a number of 2 hour papers or one 2 hour paper and alternate assessment methods (e.g. a 10 credit year-long module might attract two 2 hour examinations).

**No compensation provision applies in the case of modules taken as part of a structured PhD programme.**

Application for permission to defer taking a module or modules to a subsequent examination session must be made in accordance with the Deferral Application Procedures of the University.

## *5. Progression*

The PhD Progression Board is the formal progression authority for each College. Chaired by the Dean, the Board is made-up of academic staff members of the College and extern examiners from the relevant disciplines, or from the Colleges responsible for multi-College programmes. Only those decisions approved by the Progression Board will be formally recognized by the University. The Progression Board of each College will meet in July of each year and will consider the recommendations of relevant Graduate Research Committees.

Progression will be based upon the recommendation of the GRC to the Progression Board. The Progression Board will determine, in respect of each student, whether he/she should:

- Continue with PhD (i.e. progress to the following year)
- Transfer to another Programme *(Indicate which Programme, e.g. a Masters degree)*
- Leave PhD programme
- Note that student has discontinued studies
- Note that PhD degree has been awarded.

## *6. Examination of PhD Thesis*

Arrangements in respect of the examination of the PhD Thesis are set out in the University'sGuidelines for Research Degree Programmes

https://www.universityofgalway.ie/media/graduatestudies/files/university_guidelines_for_research_degree_programmes.pdf

## *7. Award of Degree*

Standing Committee of Academic Council, having considered the report of the Examiners, takes one of the following decisions in relation to the Ph D thesis:

- Award PhD
- Award PhD, but insist on typographical corrections (1 month)
- Award PhD, but insist on corrections in content (1 month)
- Award PhD, but insist on corrections in content (3 months)
- Refer; permit submission of a revised thesis with second *viva* required (1 year)
- Award a Master's degree
- Award a Master's degree, subject to typographical corrections
- Award a Master's degree, subject to corrections in content
- Reject, with no recommendation as to resubmission.

Honours are not awarded in connection with the award of a PhD or in respect of the modules taken, individually or collectively.

### *8. PhD Transcripts*

Transcripts will show

- PhD awarded
- List of modules taken and for which credit was awarded as part of the programme – ECTS credits awarded per module and total awarded for modules
- The title of the thesis for which the PhD was awarded (subject to systems development.)
- The date on which the award was approved by Standing Committee of Academic Council (subject to systems development).

### 9 *Dealing with Exceptions or Deviations*

Only in exceptional circumstances will deviations be permitted from these regulations. A **structural deviation** is a significant and permanent change to these regulations which might be authorized for one or more programmes. Where a **structural deviation** is required for sound academic purposes, application must be made to the Academic Regulations Committee of Academic Council's Standing Committee, which shall recommend to Academic Council Standing Committee in the matter of applications received. A **concession** is the granting of explicit permission by the Standing Committee, following consideration and recommendation by the Academic Regulations Committee, to permit the deviation of a programme of study from these prescribed regulations. A **concession** may be required in occasional circumstances and will be a matter for Academic Council Standing Committee, following consideration and recommendation by the Academic Regulations Committee.

# SCHOLARSHIPS AND PRIZES

## German-Irish Lawyers and Business Association Student Award

The College of Business, Public Policy and Law is pleased to announce the granting of a student award by the German Irish Lawyers & Business Association to the students who achieve the highest marks in Second Year Legal German and Second Year German on the B.Comm programme. The offer is for a maximum of 2 awards annually.

## The Forvis Mazars Prize in Business Finance in Memory of Mark Nevin

This prize is sponsored by Forvis Mazars in 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 Russell Brennan Keane Prize

This prize, sponsored by Russell Brennan Keane, 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 International Financial Reporting III and Management Accounting III in his/her final Commerce year, provided the student achieves at least a second class honours Grade 1 overall in the Bachelor Of Commerce degree. In the event of tie the prize will be divided equally.

## KPMG Prize for Student on 1st Year B.Comm. Degree

This prize is sponsored by KPMG and will 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 first place in the aggregate mark of all examinations taken, provided a pass is achieved in the first year examinations overall. In the event of a tie, the prize will be divided equally. This prize is not available to B. Comm (Accounting) students. Students who win this prize are not eligible to win further KPMG sponsored prizes in the University of Galway.

## KPMG SPARK award for Students on 1st Year B.Comm (Accounting) Degree

SPARK award. Based on highest LC results plus a H1 in Accounting. Students who win this award are not eligible to win further KPMG sponsored prizes in the University of Galway.

## KPMG Prizes for Students on 1st Year B.Comm (Accounting) Degree

These prizes are sponsored by KPMG and 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, third, fourth and fifth place in two modules – 'Accounting AY120' and 'Financial Reporting AY130'. In the event of a tie, prizes will be divided equally. This prize is not available to students on the B. Comm. Programmes. Students who win this prize are not eligible to win further KPMG sponsored prizes in the University of Galway.

**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 modules, provided a pass is achieved in the first year examinations overall. 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. This prize is not available to students on the B. Comm. Programmes.

**Deloitte Awards and Scholarships:**

**1. Deloitte Global Scholars Travel bursary**

A Deloitte Global Scholars travel bursary is awarded, on recommendation of J.E. Cairnes School of Business & Economics, to those students who achieve the highest overall aggregated ratified mark in the first year assessment of B.Comm. Global Experience; of B.Comm. and where students have received an offer of transfer into B.Comm. Global Experience; and of B.Comm. (Accounting) and students have received an offer of transfer into the B. Comm (Accounting - International Experience). Students will receive the travel bursary in their third year of the programme (travel abroad year) on confirmation of travel. The number of students selected each year will vary depending on the Study Abroad year destinations of the selected students.

**2. Deloitte Business Challenge Award**

Teams of students will compete in an annual Deloitte Business Challenge as part of the module; 'AY120 Accounting' on the B.Comm. Accounting programme. The winning team members will receive the offer of internships at Deloitte (offered and administered by Deloitte) as well as a prize which will be divided equally amongst team members. This prize is not available to students on the B.Comm. or B.Comm. Global Experience programmes.

**3. Deloitte Leadership and Impact Awards – First Year, Second Year, Fourth Year**

The Deloitte Leadership and Impact Awards comprises of the following awards for students across the B.Comm. Global Experience programme:

i. The Deloitte Leadership and Impact Award (First Year) will be awarded, on recommendation of J.E. Cairnes School of Business and Economics, to students who

achieve the highest ratified overall mark in the assessment of MG3116 Management, Enterprise and Society, and who are registered on the B.Comm Global Experience Programme. The students must have achieved a minimum 2.1 overall aggregated ratified result in the first year of the B.Comm. Global Experience programme to qualify for the award. The offer is for a maximum of 10 awards.

ii. The Deloitte Leadership and Impact Award (Second Year) will be awarded, on recommendation of J.E. Cairnes School of Business and Economics, to students who achieve the highest ratified overall mark in the assessment of AY207 Management Accounting and who are registered on the B.Comm Global Experience Programme. The students must have achieved a minimum 2.1 overall aggregated ratified result in the second year of the B.Comm. Global Experience programme to qualify for the award. The offer is for a maximum of 10 awards.

iii. The Deloitte Leadership and Impact Award (Fourth Year) will be awarded, on recommendation of J.E. Cairnes School of Business and Economics, to students who achieve the highest ratified overall mark in the assessment of MG3120 Ethical, Responsible and Sustainable Business, and who are registered on the B.Comm Global Experience Programme. The students must have achieved a minimum 2.1 overall aggregated ratified result in the fourth year of the B.Comm. Global Experience programme to qualify for the award. The offer is for a maximum of 10 awards.

In the event of a tie on marks, prizes will be divided equally between the students. This prize is not available to students on the B.Comm. or B.Comm. Accounting programmes.

**4. Deloitte Scholars for Academic Excellence in Accounting**

In celebration of academic excellence, the Deloitte Scholars for Academic Excellence in Accounting award will be awarded, on the recommendation of J.E. Cairnes School of Business & Economics, to the students who receive the highest overall aggregate ratified mark in the assessment of the first year of the B.Comm. Accounting programme. The offer is for a maximum of 3 awards. The total value of the award for each student awardee will be divided into equal annual payments to support students throughout their programme – year 2 and year 3 for B. Comm Accounting students; year 2, year 3, and year 4 for B. Comm Accounting (International Experience) students. This award is not available to students of the B.Comm. or B.Comm. Global Experience programmes.

**CIMA (Chartered Institute of Management Accountants) Prizes for UG and PG:**

(i) CIMA (2nd Year) prize will be awarded, on recommendation of J.E. Cairnes School of Business and Economics, to the student who achieves the highest ratified overall mark in the assessment of AY207 Management Accounting I, and who are registered on one of the following programmes: 2BC1, 2BC2, 2BC3, 2BC4, 2BC7 and 2BCA1. This prize is not available to BComm Global students. In the event of a tie on marks, the prize will be divided equally between

the students.

(ii) CIMA (Postgraduate) prize will be awarded, on recommendation of J.E. Cairnes School of Business and Economics, to the student who achieves the highest ratified overall mark in the assessment of AY5140 Management Control for Sustainable Organizations or AY5141 Accounting and Management Control for Sustainable Organizations. In the event of a tie on marks, the prize will be divided equally between the students.

**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 University of Galway/Shannon College of Hotel Management programme, provided the candidate obtains at least Second Class Honours overall in the degree.

**Raymond Heeran Memorial Medal**

The Raymond Heeran medal for the best result in the BComm final year module from those students taking the Marketing stream - Digital Marketing Planning module.

**The Labhrás Ó Nualláin Prize**

The Labhrás Ó Nualláin 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 was bequeathed by Professor Labhrás Ó Nualláin 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.

**The Ó Cearbhaill Prize in Economics**

This Ó Cearbhaill Prize in Economics shall be awarded annually to the first year student in the B.Comm degree with the best overall performance in economics modules.

**Nelipak prize:**

This prize will be awarded to the student who receives the highest overall aggregate mark in the examinations for MSc IM programme. In the event of a tie, the prize will be divided equally.

**Medtronic Ave prize for the MSc (Human Resource Management) programme:**

This prize will be awarded annually on the recommendation of the Management Discipline, to the student achieving first place in the MSc in Human Resource Management programme, provided an overall result of Second Class Honours, Grade 1 has been achieved. In the event of a tie the prize will be divided equally.

**CIPD Award for the best Internship and Applied Management Report:**

These prizes (x2 value of memberships to CIPD) will be awarded annually. The prizes will be awarded to the students who receive the highest overall mark in the Internship and Applied Management Report module on the MSc in Human Resource Management programme.

**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 modules of the Master of Accounting programme, providing the student achieves at least a Second Class Honours overall in the Master of Accounting degree. In the event of a tie, the prize will be divided equally.

**Martin A. Whyte Memorial Medal**

A medal will be awarded annually within Social Media Marketing Theory module (MK5139) to the student who receives the highest overall mark in this module studying in any of the Marketing Masters programmes.

**Johnson and Johnson Innovative Medicines Prize (to be confirmed for 2025/2026)**

This prize is sponsored by Johnson and Johnson Innovative Medicines and will be awarded on the recommendation of the J.E. Cairnes School of Business and Economics to the student with the best overall mark in the MSc (Health Economics) programme.