Strathclyde Business School

Undergraduate Class List
2017/18

Information is correct at the time of publishing but may be subject to change
July 2017

Note

– A full workload at Strathclyde is 60 credits (30 ECTS) per semester

– Full Year classes run for the full academic year and are only open to students attending for two semesters

– Semester 1 classes run from September to December (including exams)

– Semester 2 classes run from January to May (including exams)
FULL YEAR CLASSES

The following classes run for two semesters and are only open to students on exchange for the full academic year.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Subject</th>
<th>Level</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>AG105</td>
<td>Introduction to Finance and Financial Statistics</td>
<td>Accounting/Finance</td>
<td>1</td>
<td>20 (10 ECTS)</td>
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<tr>
<td>AG111</td>
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<tr>
<td>AG218</td>
<td>Intermediate Financial Reporting</td>
<td>Accounting</td>
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<tr>
<td>AG219</td>
<td>Cost and Management Accounting</td>
<td>Accounting</td>
<td>2</td>
<td>20 (10 ECTS)</td>
</tr>
<tr>
<td>BF404</td>
<td>Issues and Trends in Business and Management</td>
<td>Business Administration</td>
<td>3</td>
<td>20 (10 ECTS)</td>
</tr>
<tr>
<td>EC111</td>
<td>Introduction to Economics</td>
<td>Economics</td>
<td>1</td>
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</tr>
<tr>
<td>HR112</td>
<td>Managing People</td>
<td>Human Resource Management</td>
<td>1</td>
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<td>MG112</td>
<td>Managing in a Global Context</td>
<td>International Business</td>
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<tr>
<td>MS112</td>
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<td>Business Analysis &amp; Technology</td>
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<tr>
<td>SH111</td>
<td>Introduction to Hospitality and Tourism Management</td>
<td>Hospitality &amp; Tourism</td>
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<tr>
<td>Z1151</td>
<td>Entrepreneurship: Theory and Practice</td>
<td>Business Enterprise</td>
<td>1</td>
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Class Descriptions

**AG105 Introduction to Finance and Financial Statistics**

Level 1

20 (10 ECTS)

The class provides an introduction to finance, covering the basic theories of financial markets, corporate finance and investment, financial management, personal finance, security analysis and statistical applications in finance. This class provides the foundations for the Business Finance course.

**AG111 Accounting Technologies**

Level 1

20 (10 ECTS)

This class is designed to provide an introduction to accounting for those students who intend to study accounting or accounting and finance in subsequent years. It assumes no prior knowledge. It ensures that, in combination with other classes, the accreditation requirements of professional accountancy bodies are met.

**AG151 Introduction to Finance and Accounting**

Level 1

20 (10 ECTS)

The class provides an introduction to finance and accounting, covering the basic concepts and practicalities of corporate finance, the principles of valuation, financial management and business investment, the role and purpose of company accounts and their usefulness, security analysis, risk and returns from investments, and personal finance. At all times the class content will be linked with financial behaviour in the real world.

**AG218 Intermediate Financial Reporting**

Level 2

20 (10 ECTS)

This class is concerned with the regulation of financial reporting. It includes the preparation of the financial statements of limited companies under the Companies Act 2006 and the application of the accounting standards set by the accountancy profession.

The class is intended to cover some of the problems associated with properly regulating financial reporting. The fact that the rules are often vague or that accountants have been known to abuse loopholes contained within them could come as something of a shock. In many cases, there will be no single correct answer. In the exam, marks will often be awarded for your opinions (and the arguments which you put forward to support them).

**Prerequisites:** AG111 Accounting Technologies or equivalent
AG219 Cost and Management Accounting Level 2 20 (10 ECTS)
This class is designed to provide the students with a deeper understanding of the concepts and practice of cost and management accounting. It builds on the material introduced in the first year class, Accounting Technologies. The aim of this class is to provide students with the tools to enable them to use accounting information to assist management in decision-making and with the planning and controlling of an organisation's activities.

Prerequisites: AG111 Accounting Technologies or equivalent

BF404 Issues and Trends in Business and Management Level 3 20 (10 ECTS)
In this unique cross-faculty class, students will develop a broad appreciation of a range of current topic areas as viewed by the different business disciplines. Specific learning objectives will relate directly to the topic areas covered by each department and will therefore be defined during the class.

Note: Places for exchange students in this class are limited. Any student looking to take this class should email sbs-exchange@strath.ac.uk for approval.

EC111 Introduction to Economics Level 1 20 (10 ECTS)
The purpose of this class is to provide the student with a balanced introduction to economics that will be at once self-contained and lay the foundation for further work. The work of the class will be based on a programme of systematic directed reading supplemented by tutorials, case-problems and short answer test questions. The main topics covered by the class will include: the nature, central problems and significance of economics; supply and demand and an introduction to the theory of the firm; the nature of and solutions to market failure; income determination; prices and money; fiscal and monetary policy; the functioning of the mixed economy; and the economic role of government.

HR112 Managing People Level 1 20 (10 ECTS)
Most people spend a great deal of their lives working in organisations and being managed. What happens to them in these contexts has important effects on their experience of work and their sense of their own identity and well-being. The quality of people management in workplace organisations is generally thought to influence the quality of the goods produced or services provided. Poor people management can lead to poor people performance, inefficiency, bad relationships and expensive failure. Good management, on the other hand, can result in good quality work being done in circumstances where people can enjoy their work and develop useful work and personal skills. The importance of these ideas has been underscored in recent years by the rapid rate of change where people and organisations have had to adapt to new circumstances - rapidly changing markets, technological revolution, changing jobs, the virtual end to the idea of permanent, life-long employment, as well as rapid political, social and economic change. The success organisations have in adapting to change often depends on how well and how quickly their employees and managers can adapt. This class seeks to address these issues in an introductory way. It has been designed to meet the interests of students who will take the subject beyond first year, but it also functions as a free-standing class for those who simply want an introductory overview of the field as a supplement to their main curriculum elsewhere.

The first semester explores the meaning of HRM and people management within the context of the employment relationship; critical influencing factors shaping this relationship (economic, legal, social and technological); the organisation of work and its impact on people’s attitudes, behaviour and orientations to work. We look at different views of the nature of this relationship including degrees of cooperation and conflict in the workplace. The second semester focuses more on the application and practices of HRM in the workplace including: recruitment and selection; employee development; rewards and managing employee performance; employee relations.

Prerequisites: This class assumes some background in HRM/Management and an interest in workplace learning, development and training, mainly explored from a UK perspective.

MG112 Managing in a Global Context Level 1 20 (10 ECTS)
This class will familiarise the student, through intensive comparative analysis, with the complexities of managing firms within the international environment and introduce the major institutions, concepts, theories, trends and challenges which underpin the development of international business. It will give students an appreciation of the scope and activities of international managers, equip them with the skills needed to compete effectively in a global business context and the theoretical and practical knowledge to evaluate and act on complex and fast-changing business situations.

By the end of the class students will be expected to be able to demonstrate a detailed understanding of the different types of international businesses and the terminology and concepts routinely employed along with a detailed knowledge of the historical context of international business, including the major institutions underpinning
and theories explaining international trade and investment and an understanding of the role of the manager within
the international enterprise. They will also have a well-grounded understanding of the nature of the problems
facing international managers and how to develop and evaluate sound approaches to combat these effectively
and with due regard to corporate social responsibility and an understanding of the impact of culture and national/
regional contexts more broadly on management, organisational structure, systems and processes.

MK111 Introduction to Marketing
Marketing is a complex process involving many different skills and activities, but it is based upon simple
principles: understanding what customers want and need, being able to collect and process information relevant
to the marketing environment and being able to put together and implement plans to take the business forward. Marketing is a key part of any successful business and a good theoretical and practical knowledge of the subject will be of immense benefit to an aspiring manager or entrepreneur. In this class you will be exposed to concepts and ideas from economics, sociology, psychology, geography and other social sciences, all in the context of the competitive business environment.

Despite the wide intellectual scope of marketing, this class is designed with the assumption that you have no
former knowledge of marketing or any other business subjects. Whilst it will be challenging and hard work, on
completion of this class you will know a lot more about the world and yourself and we hope you will become as
fascinated by this subject as we are.

MS112 Business Analysis and Technology
Business Analysis & Technology is the study of how analytical thinking, scientific method and associated tools
can be used to help decision making. This class aims to introduce a variety of analytical methods that form the
basis of analysing any business problem as well as provide students with an overview of technological change
and how it affects all aspects of an organisation.

The aims of this class are:
• to raise awareness of the real world problems encountered by industry that can be solved through
management science methodology
• to develop an understanding of the tools and techniques used by business analysts
• to provide students with an awareness of why and where organisations use technology
• to highlight the integrative role of technology within organisations
• to demonstrate the dynamic nature of technology

SH111 Introduction to Hospitality and Tourism Management
This class is designed to provide an introduction to the structure, organisation and interdependence of the
various sectors comprising the hospitality and tourism ‘industries’. The first part of the curriculum introduces the
industries within broader concepts such as globalisation and the rise of the ‘experience economy’ before moving
on to examine specific component sectors such as transportation, accommodation, events and cultural heritage
attractions. Discussion then proceeds to ethical debates on the socio-cultural and environmental impacts of the
industries before finishing with an examination of the wider media and political contexts that international
hospitality and tourism sit within the context of wider social, economic, technological and environmental trends.

Z1151 Entrepreneurship: Theory and Practice
This class will introduce students to the theory and practice of entrepreneurship. It is intended to give students a
broad understanding of entrepreneurship, the arenas in which it is practiced, and the role of the entrepreneur in
economy and society. The practical component will introduce students to entrepreneurship in the real world
through engagement with entrepreneurs and the entrepreneurial process. This class has two tracks. The first
track takes students through key literature in order to introduce them to the concept of entrepreneurship from
both historical and present day perspectives, focusing in particular on the radical and disruptive effect of
entrepreneurship. The second track looks at how these theories and concepts occur in practice. Subsequent
classes in the pathway will build on the knowledge, understanding and skills that students have acquired here.
## SEMESTER 1 CLASSES

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<td>Business Finance</td>
<td>Finance</td>
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<tr>
<td>AG309</td>
<td>Governance and Accounting Ethics</td>
<td>Accounting</td>
<td>3</td>
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<tr>
<td>AG310</td>
<td>Contemporary Management Accounting</td>
<td>Accounting</td>
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<td>AG312</td>
<td>Advanced Corporate Finance and Financial Markets</td>
<td>Finance</td>
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<td>EC212</td>
<td>Microeconomics 2</td>
<td>Economics</td>
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<td>Work Psychology</td>
<td>Human Resource Management</td>
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<td>Work, Employment and Society</td>
<td>Human Resource Management</td>
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<td>MS361</td>
<td>Understanding and Optimizing Business Systems</td>
<td>Business Analysis/ Management Science</td>
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<tr>
<td>Z1217</td>
<td>Creativity and Innovation Management</td>
<td>Business Enterprise</td>
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<tr>
<td>Z1314</td>
<td>Entrepreneurial Capital</td>
<td>Business Enterprise</td>
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### Class Descriptions

**AG215 Business Finance**  
*Level 2  20 (10 ECTS)*  
The aim of the class is to provide an understanding of financial management within a business enterprise. The class builds on introductory investment appraisal rules from first year to consider the appropriate cash flows to be evaluated when undertaking an investment project, forecasting and management of cash flows over time to ensure sufficient liquidity, and how companies determine their cost of capital for such projects. The course will also provide a framework to allow students to understand a company's financial policy decisions relating to payout policy, leasing, raising equity capital in efficient markets, and capital structure. Finally, the course will provide students with an understanding of how to value a business enterprise.

*Prerequisites:* AG151 Introduction to Finance and Accounting or AG105 Introduction to Finance and Financial Statistics or equivalent.

**AG309 Governance and Accounting Ethics**  
*Level 3  10 (5 ECTS)*  
Governance issues have been debated at great length for many years, but have reach particular prominence in the aftermath of many of the major business scandals that have arisen since the 1990s. The publication of the Cadbury Report (since revised and repackaged as the UK Code on Corporate Governance) and the changes that have occurred on an international basis make it desirable to present the accounting aspects of governance and the study of ethics in an accounting setting as a separate class. This class is intended to provide an overview of the role of accounting within business and society more generally, building on the material introduced in AG207 Intermediate Financial Accounting.

*Prerequisites:* AG218 Intermediate Financial Reporting or equivalent
AG310 Contemporary Management Accounting  Level 3  10 (5 ECTS)
This class examines the role of management accounting to assist managers in solving contemporary organisational problems. This class is intended to extend your knowledge and understanding of contemporary management accounting practice, building on the material introduced in AG208 Intermediate Management Accounting.

The class is intended to allow the student to develop skills in effectively applying management accounting techniques and processes in different organisational contexts and situations. The class achieves this aim by introducing the student to a range of contemporary management accounting techniques, evaluating these techniques and applying them in a series of case study workshops. All of the workshops in the class will be based on a single case to illustrate the complexity and interconnectedness of applying these different techniques.

Prerequisites: AG219 Cost and Management Accounting or equivalent

AG312 Advanced Corporate Finance and Financial Markets  Level 3  20 (10 ECTS)
The aim of the class is to provide an understanding of the financial markets and corporate financial theories at advanced level. The class will cover financial markets, institutions and instruments, process of financing of a corporate entity and some specialist topics (such as warrants & convertibles, real options, mergers and acquisitions, and international project appraisal) that are relevant for corporate decision making.

Prerequisites: AG151 Introduction to Finance and Accounting or AG105 Introduction to Finance and Financial Statistics, and AG215 Business Finance or equivalent.

EC212 Microeconomics 2  Level 2  20 (10 ECTS)
This is the core microeconomics class in second year. It aims to develop students’ understanding of: the concepts of consumer choice; the motives of the firm and profit maximisation; the market and its role in achieving equilibrium prices and quantities; and the implications of market power. It will introduce students to mathematical techniques commonplace in economics, giving them the ability to apply these in a wider economic context.

Prerequisites: EC111 Introduction to Economics or equivalent

EC312 Microeconomics 3  Level 3  20 (10 ECTS)
This class builds on the conceptual framework of EC212 Microeconomics 2 by introducing students to market imperfections through the lens of game theory. Game theory is an analytical toolbox that allows us to understand decision making in strategic environments and the class will provide students with a foundation in game theoretic reasoning.

Thereafter, this class will study how market imperfections create a role for Government in markets. In doing so, we will investigate topics including taxation, education, and crime and punishment. This class will also look to explore some of these ideas empirically using cross section data. These empirical methods will open up a new route for students to understand the key taught economic ideas in a real world context.

Prerequisites: EC212 Microeconomics 2 or equivalent

HR207 Work Psychology  Level 2  20 (10 ECTS)
The class aims to provide a foundation in psychological principles which are important for understanding the effectiveness and wellbeing of people at work.

The objectives are:
- To provide an appreciation of the intellectual contribution of work psychology to management and HRM
- To develop awareness of alternative psychological explanations of employees’ behaviour and experiences at work
- To highlight current trends and changes in employment, management, and organisations, and to examine the impact of these on employees' behaviour and experiences at work
- To introduce students to issues of research methodology in studying employee behaviour and experiences and so enable them to evaluate existing research and conduct preliminary investigations of their own
HR302 Work, Employment and Society  Level 3  20 (10 ECTS)
The aim of this class is to provide an analysis of changing work and employment relations in its broader social context, drawing primarily from sociological theories and perspectives. The central premise of this class is to develop a conceptual understanding of the dynamics of the employment relationship.

Topics will include:
- The employment relationship, employment regimes and job quality
- Control, discretion and resistance
- Skill and skill formation systems; old and new economies: from Fordism to post-Fordism
- Interactive service work; emotional and aesthetic labour
- Professional work; creative, knowledge and technical work; care work; factory work
- Workplace insecurity and fragmentation
- Work intensification and Lean
- Employment regimes after Fordism
- Concepts of equality and discrimination in the workplace and in society

MG209 Organisational Analysis and Strategy  Level 2  20 (10 ECTS)
This class seeks to analyse contemporary management and organisation through the examination of different organisational forms and how this entails different ways of ‘doing business’. Unlike Organisational Behaviour, or some approaches to Organisation Studies, this approach to organisational analysis suggests that too often the study of management and organisation fails to recognise the importance of different structural forms in the evaluation of management and organisation. The argument to be developed throughout the class is that there is a need to engage in structural analyses of organisations and to understand better the relationship of organisations to the wider structures in which they are embedded and how this impacts on both the strategic direction but also the day-to-day management of a business. This need is particularly acute at the present time when transformations in how organisations operate are widespread and whole industries (and indeed the economy and society as a whole) seem to be changing dramatically and yet at the same time there are many continuities with how business was organised in the past. It is suggested that unless the analysis of structures is undertaken, there is much about how business succeeds, fails or merely survives that cannot be fully understood. After all, structures are the framework in which managerial practice is enacted.

MG211 Managing the Service Encounter  Level 2  20 (10 ECTS)
The class investigates the multi-faceted nature of the activities in and around the service encounter and how a range of stakeholders can impact on the activities that take place in it. Firstly, the class addresses the organisation and management of the service encounter by: exploring models which help us make sense of the encounter; considering the design of encounters; and how managing and manipulation of the physical setting can impact on employees and customers. Secondly the class investigates the role of the employee in the service encounter through exploring problems and issues faced by service employees, the potential outcomes and solutions used to address these. The third part of the class explores the role of the customer within the service encounter with a focus on the customer role; managing customer expectations; and maximising customer inputs into the encounter itself.

MG213 International Business Analysis  Level 2  20 (10 ECTS)
This class is comprised of two linked parts:

Part 1: starting with a revision of critical topics from Managing in a Global Context, Part 1 shifts focus on the history, institutions, theory, and context of International Business. This will cover: theories of international trade and investment, along with the evolution of the world trading system, including the role of global institutions such as the World Trade Organisation; the practice of international trade and home/host country policies and stakeholder attitudes towards the changing impact of trade and foreign direct investment, the global monetary system; global capital and foreign exchange markets; and experiences of regional economic integration across the globe. Part 1 smoothly connects to Part 2 as it comes to a close with a set of guest lectures on how businesses themselves try to influence and alter their environment via international business lobbying. Throughout, emphasis is placed on the implications of each topic for the management of different types of firms operating across national borders.

Part 2 focuses more closely on the strategy, structure and operations of firms operating across borders. This will cover: behavioural and economic perspectives on the internationalisation process of firms including diverse motivations to internationalisation; ‘generic’ strategies of multinational enterprise including national differences and the competitive benefits of ‘multinationality’; the influence of administrative heritage on the structuring of multinational enterprises, with particular emphasis on the tension between the need for global integration and
local responsiveness across different industries, and the links between structure and strategy; evaluating and
developing foreign market opportunities, including a detailed examination of modes of foreign market entry and
ongoing operations (eg exporting/importing, licensing, foreign direct investment, mergers and acquisitions, joint
ventures, R&D consortiums); and a special session focusing on the behaviour of the internationalising smaller or
medium enterprise (SME). The challenges of acquiring, developing and exploiting knowledge through
multinationality is a common thread throughout each topic, and it culminates in a session dedicated to innovation
within the global firm; Part 2 closes with a detailed overview of the specific problems and choices to be made
when organising the global production, be it of products or of services.

This class thus complements the students’ concurrent study of the other business subjects, such as Marketing
and Finance, by providing an integrative framework whereby students will be able to see how different functional
issues studied in other business subjects fit within the management of an international organisation as a whole.
Functional issues themselves are not a focus of the class. Through the use of case studies of real organisations,
students will be able to apply not only the knowledge they gain from this class and their other business classes,
but also knowledge of the national contexts of the countries pertaining to the languages that they are studying
and earlier studies in Managing in a Global Context. At the same time, this class provides the necessary
grounding for the third year Managing Across Cultures and Frontiers class which will examine the more micro-
level issues of ‘how to do it’ with a specific focus on cross-cultural management issues.

**MG316 Internationalisation of Tourism Products and Services**  
**Level 3**  
20 (10 ECTS)  
The class will cover a wide range of topics that are drawn from International Business and Hospitality and
Tourism literatures. The aim is to introduce students to key patterns and trends in commercial distribution of
hospitality and tourism products; to provide students with key conceptual tools that can be used to make sense of
factors driving transformation in distribution, and to equip students with the knowledge required to understand the
role of new players such as intermediaries and technology in driving the internationalisation of the industry.
Topics may include hospitality and tourism as international businesses, understanding the internationalisation of
tourism, e-tourism, and comparative case studies of regional destination strategies.

**MG317 The Reflective Manager**  
**Level 3**  
20 (10 ECTS)  
It is argued that management is a practice that needs to blend experience with insight and analysis. The class
structure covers a number of different approaches to learning as a vehicle of enquiry of management theory and
its relevance to practice. The class is intended to develop students' theoretical and philosophical positions of self
with reference to the class aims considering different theories of learning, constructivist approaches to learning,
transformative learning and deep, surface and strategic or ‘achieving’ approaches to learning and learning styles
as the lens for their enquiry.

The second half of the class will begin with students examining the relationship between their own learning and
the theoretical learning important to processes and practices of managing. In this half the teaching will focus on
the relationship between experience and learning considering theories of experiential learning, action research as
a mode of learning and theories of critical and reflective thinking, critical reflection and its relevance to reflective
practice as a mechanism to enable students to examine and critically evaluate their own learning style to learning
during their studies in years 1 & 2.

**MK209 Understanding Consumers & Markets**  
**Level 2**  
20 (10 ECTS)  
Many of the fundamental concepts of marketing are based on an ability to understand consumers and the
marketing concept can be implemented more effectively when adequate information about the market and
potential consumer behaviour is available. Marketing Research and customer information provide a critical input
to the planning and development of a company’s marketing strategy in relation to marketing communications,
strategic marketing and branding.

In this class, we firstly explore a variety of different theories of consumption relating to consumers in the
marketplace, consumers as individuals, consumers as decision-makers and consumers as social beings. We will
go beyond looking at the act of buying to consider the entire consumption cycle including pre-consumption and
post-consumption attitudes and behaviour. Given that consumption has an increasingly important role in our
daily lives, students will be encouraged to draw on their own experiences to aid understanding of the theoretical
content of the class. Secondly, this demonstrates how understanding of the consumer can be developed by
providing an overview of the decisions and stages of the Marketing Research Process. It aims to provide
students with a clear appreciation of the importance of marketing research, the research process and the
approaches/techniques used. Research is looked at within the context of customer information now being
available from a wide range of sources including databases, loyalty cards and the internet.

**Prerequisites:** MK111 *Introduction to Marketing* or equivalent
MK329 Marketing Communications in the Digital Age  
Level 3  
20 (10 ECTS)  
The class aims to build knowledge and understanding of digital impact upon marketing strategy; introduce and develop digital and social media marketing specific skills and knowledge; develop an understanding of Integrated marketing communications and the effect which digital channels have on its impact and place effective measurement at the core of digital marketing and communications.

Prerequisites: MK111 Introduction to Marketing or equivalent

MS108 Business Analysis and Technology  
Level 1  
10 (5 ECTS)  
Business Analysis & Technology is the study of how analytical thinking, scientific method and associated tools can be used to help decision making. This class aims to introduce a variety of analytical methods that form the basis of analysing any business problem as well as provide students with an overview of technological change and how it affects all aspects of an organisation.

The aims of this class are:
- to raise awareness of the real world problems encountered by industry that can be solved through management science methodology
- to develop an understanding of the tools and techniques used by business analysts
- to provide students with an awareness of why and where organisations use technology
- to highlight the integrative role of technology within organisations
- to demonstrate the dynamic nature of technology

MS210 Analysing and Improving Operations  
Level 2  
20 (10 ECTS)  
The class aims to provide basic understanding of the principles of Operations Management in both manufacturing and service industries. Management decisions and factors influencing these decisions in a variety of areas of Operations Management are discussed. These include Operations Strategy, Product and Process Design, Quality Management, Control and Improvement. Basic management science tools and approaches will be introduced to aid decision making. Decision analysis techniques are developed and are applied to some of the operations management subjects to illustrate how managers can be supported with analytical tools to reach justifiable decisions about their operations. Special attention will be given to modelling with simulation as a strong and relevant management science tool in the context of operations management.

MS361 Understanding and Optimising Business Systems  
Level 3  
20 (10 ECTS)  
Overall, this class will equip students with the qualitative and quantitative analytic skills and techniques in order to make action recommendations for performance improvements in complex business systems, including hands-on experience working with an industrial organisation

Students will develop a deeper understanding and expertise in the application of a number of approaches to problem structuring and evaluation, with a focus on the problem structuring methods (PSMs) of cognitive/cause mapping (SODA) and soft systems methodology (SSM) and on the multi-criteria evaluation methods of value functions and outranking. Students will develop an intermediate level of knowledge and understanding of the key issues in supply chain management, including integrated planning and models, materials requirements planning (MRP) and enterprise resource planning (ERP) systems. Students will develop a strong understanding and solid practical knowledge of optimisation methods that are directly applicable to different business systems. The class will be designed so that the students can gain the practice of working on real problems for real clients.

Z1217 Creativity and Innovation Management  
Level 2  
20 (10 ECTS)  
This class aims to provide participants with a rigorous understanding of creativity and innovation processes through an intensive blend of theoretical and experiential learning activities.

Three intertwined themes are developed across the class:
- Introducing students to established and emerging creativity tools and techniques.
- Building skills around ‘hard’ and ‘soft’ analytical methods.
- Enabling the tacit learning of cutting-edge innovation processes.

Groups will work to develop an innovation from inception to final presentation. Each activity in the class, both in interactive lectures, experiential lessons and skills-based tutorials, will cumulatively build towards the final submission.
Z1314 Entrepreneurial Capital

The class-based interactive lectures will develop understanding of financial forecasting, management and valuation and recruitment best practices for entrepreneurial ventures, based on latest research findings and industry expert inputs.

The following theoretical concepts and analytical tools will be covered:

- Building social capital
- Accessing appropriate human capital
- Building credible financial models of a new venture and cash flow management
- What different funders look for
- Structuring appropriate funding deals for new ventures
- Valuation
- Exit options

Prerequisites: It is strongly recommended that students will have taken Z1151 Entrepreneurship: Theory and Practice, and Z1218 New Venture Planning or their equivalent.
### SEMESTER 2 CLASSES

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Subject</th>
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<tr>
<td>AG209</td>
<td>Taxation</td>
<td>Accounting</td>
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<tr>
<td>AG217</td>
<td>Portfolio Management and Security Analysis</td>
<td>Finance</td>
<td>2</td>
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</tr>
<tr>
<td>AG308</td>
<td>Auditing and Assurance</td>
<td>Accounting</td>
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</tr>
<tr>
<td>AG311</td>
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<tr>
<td>AG313</td>
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<tr>
<td>EC213</td>
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<td>Economics</td>
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<td>20 (10 ECTS)</td>
</tr>
<tr>
<td>EC313</td>
<td>Macroeconomics 3</td>
<td>Economics</td>
<td>3</td>
<td>20 (10 ECTS)</td>
</tr>
<tr>
<td>HR303</td>
<td>Employment Relations</td>
<td>Human Resource Management</td>
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<td>20 (10 ECTS)</td>
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<tr>
<td>MG210</td>
<td>Understanding Change in Organisations</td>
<td>Management</td>
<td>2</td>
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<tr>
<td>MG212</td>
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<td>Hospitality and Tourism Management</td>
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<tr>
<td>MG314</td>
<td>Event Management and Working in the Third Sector</td>
<td>Hospitality and Tourism Management</td>
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</tr>
<tr>
<td>MG315</td>
<td>Managing Across Cultures and Frontiers</td>
<td>International Business</td>
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<td>20 (10 ECTS)</td>
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<tr>
<td>MG318</td>
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<td>Management</td>
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<tr>
<td>MK212</td>
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<tr>
<td>MK328</td>
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<td>Marketing</td>
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<tr>
<td>MS109</td>
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<tr>
<td>MS211</td>
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<td>Z1315</td>
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<td>Business Enterprise</td>
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### Class Descriptions

**AG209 Taxation**

The main areas of taxation covered will be Income Tax, Corporation Tax and Capital Gains tax - in that order. In addition, there is a study of the principles of VAT and NIC (National Insurance Contributions).

**AG217 Portfolio Management and Security Analysis**

The class aims to provide an understanding of the principles and theories relevant to the process of building investment portfolios. The class covers practical applications as well as theoretical material. The class considers mean-variance portfolio theory, international diversification, linear asset pricing models such as the capital asset pricing model (CAPM) and arbitrage pricing theory (APT), market efficiency, behavioural finance, valuation of bonds, term structure of interest rates, bond portfolio management, mutual funds, fund performance, and issues in portfolio management.

**Prerequisites:** AG151 Introduction to Finance and Accounting or AG105 Introduction to Finance and Financial Statistics or equivalent

**AG308 Auditing and Assurance**

This class examines the role of auditing in the overall framework of corporate governance. The core of the class will cover auditing topics and be focused on the external audit of large companies, although much of the material covered will be relevant to internal audit and to the audit of smaller organisations.

Auditing is an important element of financial reporting and is an extremely important component of the whole system of corporate governance. This class will build on the foundations laid in AG309 Governance and Accounting Ethics by investigating the audit process. The class will look at auditing from both a theoretical and a
practical perspective and will cover a great deal of ground - most of which is necessary in order to obtain exemptions from the examinations set by professional accounting bodies.

**Prerequisites:** AG218 Intermediate Financial Reporting or equivalent

**AG311 Advanced Financial Reporting**

This is an advanced level class in financial accounting. It discusses complex issues at both a practical and a theoretical level. The class aims to develop an appreciation of both the difficulties faced by preparers, auditors and standard setters in ensuring that a set of accounts gives a true and fair view and to develop an awareness of the extent to which academic research can guide and illuminate this process. The class achieves this aim through the systematic analysis of financial accounting regulations and practice, in a context of institutional and cultural factors, and through exploring research into aspects of financial accounting. This class is intended to provide an overview of the role of accounting within business and society more generally, building on the material introduced in AG218 Intermediate Financial Accounting

**Prerequisites:** AG218 Intermediate Financial Reporting or equivalent

**AG313 Treasury Management and Derivatives**

This class is comprised of two parts. The first part introduces to the concept, definitions and valuation of derivatives products. The second part of the class provides an introduction to international finance and a number of issues facing a multinational business. The second part also includes an introduction to the role of a corporate treasurer in a multinational company and their main task of managing risk in an international environment. This class will develop on a number of aspects of the second year business finance course.

**Prerequisites:** AG151 Introduction to Finance and Accounting or AG105 Introduction to Finance and Financial Statistics, and AG215 Business Finance and AG217 Portfolio Management and Security, or equivalent.

**EC213 Macroeconomics 2**

The class builds upon the macroeconomic foundations established in the first year Economics class and both extends and deepens analysis. In particular this class will develop students ability to use key models used to analyse the determination of output in the short-run and in the medium-run. We will also cover some topics in the analysis of economic data including correlation and simple regression.

**Prerequisites:** EC111 Introduction to Economics or equivalent

**EC313 Macroeconomics 3**

The overarching aims of this class are to extend students' knowledge and understanding of core macroeconomic models and of the econometric methods used to analyse macroeconomic data, and to develop their ability to apply these models and methods to address some key questions in macroeconomics. The class covers: economic growth; expectations, demand and policy, Europe: past, present and future; and policy rules versus discretion. In addition, econometric methods covered include: regression; unit root testing; modelling volatility; cointegration and error correction.

**Prerequisites:** EC213 Macroeconomics 2 or equivalent

**HR208 Work Psychology for Human Resource Management**

The class aims to apply psychological principles to understanding and managing some of the main areas of Human Resource Management (HRM) and Human Resource Development (HRD). The overall objectives are:

- To focus on selected topic areas within HRM/HRD in order to demonstrate underlying psychological principles and practice implications and trends.
- To enable students to understand the links between theory, academic research and HRM/HRD practice.
- To draw recommendations from theory and research in work psychology for managing people and informing HRM/HRD.

**HR303 Employment Relations**

This course introduces students to a critical understanding of the British system of employment relations, and the general principles, processes and outcomes in the area of employment relations. The course will consider different theoretical approaches to the study of employment and industrial relations and then examine the role and objectives of trade unions, employers and the state, and the processes and outcomes of their interactions in collective bargaining, employee participation and industrial conflict.
MG210 Understanding Change in Organisations  Level 2  20 (10 ECTS)
Change is now a constant feature of organizational life and a knowledge of the challenges it creates is fast becoming a necessity, not just for those who design and implement change, but for all those who have to cope with, and help others come to terms with change. Where traditionally teaching on change has emphasised managerial stage or step models, this class develops participants’ awareness of the underlying factors that drive behaviour. So, for example, ‘communication’ features in every managerialist prescription for change, but beyond this we look at how stories about change add to or detract from the legitimacy of change initiatives. To bring realism to our examination of change, the class engage in a ‘Living Case’, a unique collaboration between the business school and a large multinational in which over several weeks participants can hear from, and discuss with, employees what change is like, what it involves, and how it can be managed. These are questions that lie at the very heart of understanding change, and shape not only our engagement with the Living Case, but also in the case studies that are used in the lectures and tutorials.

MG212 Destination Marketing Management  Level 2  20 (10 ECTS)
The course is intended to provide students with an understanding of the destination as a context in which hospitality, tourism, investment and education meet. It invites students to conceptualise the destination in both functional and abstract terms as a geographically locatable place upon which a range of sometimes competing market and culturally driven images are inscribed. The class provides students with a critical understanding of how the sustainable management of cultural, educational and natural resources as well as effective public planning and policy making, when integrated with private sector service provision, underpins destination success.

The class will apply theory to specific context throughout with reference to a broad international range of destinations and private, public and voluntary sector organisations. The class begins with an exploration of the principles of competitiveness as applied to destinations. Attention proceeds to the inter-organisational contexts where branding, marketing, planning and policymaking affecting the destination take place at local, regional, national and international levels in the public, private and voluntary sectors. This is followed by an in-depth exploration of the natural, cultural heritage, business and educational resources making up the cohesive destination ‘product’. A critical examination of the need to reconcile the sustainable management of these resources for the long term with the drive towards their commodification for consumption is undertaken. Finally, issues in the wider socio-political and economic environments with the potential to influence the sustainability and market viability of the destination are explored.

MG314 Event Management and Working in the Third Sector  Level 3  20 (10 ECTS)
This class covers a wide range of theory relating to management, marketing, risk assessment, enterprise and organisational studies. It is aimed at equipping students with the knowledge to understand the process of managing events. It will also allow them to participate in the various stages of planning events with research into selecting the right event; contacting sponsors; event themes; site selection; task and responsibility checklist; budgeting and finance; advertising and promotion; and event administration. Alongside these, this class will also equip students with the necessary skills of managing in a complex environment and will prepare them to enter the profession with an understanding of the industry. Students will also get the opportunity to experience the third sector and gather information on a charity they will run a proposed event for.

MG315 Managing Across Cultures and Frontiers  Level 3  20 (10 ECTS)
This class builds on the theories and concepts introduced in Managing in a Global Context at Level 1 and International Business Analysis at Level 2. It does so by focusing more on the complex cross-cultural and human resource issues associated with the implementation of international business practice and strategies. In particular the class imbues students with an awareness, knowledge and understanding of the importance of the often overlooked ‘soft skills’ of management, particularly as concerns cross-cultural variations and their impact on cross-border human resource management. It will examine the main concepts currently employed to understand the complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes. It will then provide understanding of the role which cross-cultural management and international human resource management can play in achieving competitive advantage in international business. There is growing evidence that many international firms face considerable difficulties in implementing the strategies they have determined. A strong focus of this class is therefore towards increasing the understanding of the role of international management in the implementation of international strategies. It will thereby develop intellectual capacities in applying advanced concepts to practical situations, and in reflecting usefully on both the situations and the concepts.
MG318 Contemporary Trends in Management Practice  
Level 3  
20 (10 ECTS)
This class takes a critical, practice orientated, look at a broad range of management initiatives that are shaping how organizations operate. Participants will, then, be facilitated in a self-directed exploration of practices such as Business Analytics, Customer Relationship Management (CRM), Human Capital Management (HCM), Business Process Management (BPM). However, the class’s primary aim is to understand how these ‘Management Practices’ shape, and are shaped by, the everyday practices of those working in organizations. This we do by exploring how they emerge from, often longstanding, external ‘trends’ in the way people understand themselves and what organizations are there to do. We explore these in the lecture programme in order to understand not only today’s but also tomorrow’s management practices. We also have to understand that management practices are shaped by the internal dynamics of the organizations adopting them. Participants examine this through a series of conversations with consultants and practitioners in which they gain insight into how management practices are operationalised. The insights gained from these conversations help participants grapple with the challenges presented to them in the management simulation which is undertaken through the class’s tutorial sessions.

MK212 Services and Retail Marketing  
Level 2  
20 (10 ECTS) 
The aim of this class is twofold:
1. To provide students with a clear appreciation of the aspects of service that can be used by organisations to differentiate their offerings and brands and the challenges faced by services marketers.
2. To enable students to gain an understanding of all aspects of the management of retail operations. The content will focus on both the theory and its application to specific sub-retail sectors. In particular, the class examines the role of marketing in the process of retail management and its relationship to the other business functions.

Prerequisites: MK111 Introduction to Marketing or equivalent

MK328 Strategic Marketing in an International Context  
Level 3  
20 (10 ECTS)
The class aims to build knowledge and understanding of marketing strategy and internationalisation theories; illustrate the importance of selecting and targeting appropriate markets and entry methods in international marketing strategy formulation; provide a clear appreciation of the strategic and tactical challenges companies face in developing and implementing a successful marketing strategy at home and abroad; encourage the critical analysis of published research on marketing strategy as it is applied in domestic and international contexts.

Prerequisites: MK111 Introduction to Marketing or equivalent

MS109 Business Analysis and Technology  
Level 1  
10 (5 ECTS) 
Business Analysis & Technology is the study of how analytical thinking, scientific method and associated tools can be used to help decision making. This class aims to introduce a variety of analytical methods that form the basis of analysing any business problem as well as provide students with an overview of technological change and how it affects all aspects of an organisation.

The aims of this class are:
• to raise awareness of the real world problems encountered by industry that can be solved through management science methodology
• to develop an understanding of the tools and techniques used by business analysts
• to provide students with an awareness of why and where organisations use technology
• to highlight the integrative role of technology within organisations
• to demonstrate the dynamic nature of technology

MS211 Managing Business Processes and Information Systems  
Level 2  
20 (10 ECTS)
This class aims to provide students with an understanding of the key issues in the management of business processes and information systems within the wider context of the advent of the information/knowledge economy, including: mapping & modelling of business processes, business process measurement and improvement, business process implementation, Enterprise Resource Planning, and company-wide IS. The class will also provide students with the opportunity to use an industry-standard ERP system to explore practical solutions to problems of business process integration.
**MS311 Knowledge and Innovation Management**  
**Level 3**  
**20 (10 ECTS)**  
In this class students will develop a comprehensive picture about knowledge and innovation. They will revisit some assumptions that they hold true, perhaps even unconsciously, and re-develop their understanding of some fundamental issues crucial for organisations to survive in the knowledge era. As they are acquiring new concepts, the students will play with these in the tutorials, interactively building more and more complex ideas and by doing so complexifying them.

**Z1218 New Venture Planning**  
**Level 2**  
**20 (10 ECTS)**  
New Venture Planning is designed to provide a practical introduction to drawing up business plans and understanding how new ventures are managed and developed.

The class is multi-disciplinary in nature and integrates within it the main business disciplines. It focuses upon the processes within new businesses but draws comparisons with larger organisations and as such introduces a more entrepreneurial approach to the career patterns of individuals who pursue careers in larger organisations. The class will not follow the more traditional lecture pattern but will be highly interactive with class participants being involved in individual and group activities which will encourage creative thinking and “learning by doing” in addressing the real opportunities and challenges that face the first-time entrepreneur.

**Z1315 Venture Management, Strategy & Growth**  
**Level 3**  
**20 (10 ECTS)**  
Having established a good understanding on the economic and social impact of entrepreneurship, opportunity identification, starting and resourcing a new venture in previous modules, in this class the students are presented with the challenges and opportunities of managing and growing the venture in a sustainable way. This course covers the management and growth phase of entrepreneurial businesses, focusing on the opportunities and challenges these businesses are faced with beyond their start-up stage of development. Through course work, students will have the opportunity to assess the management practices of Scottish SMEs and consult them on their growth strategies.

**Prerequisites:** It is strongly recommended that students will have taken **Z1151 Entrepreneurship: Theory and Practice, Z1218 New Venture Planning** or their equivalent.