

Course equivalencies: University of Essex (England) At Essex Business School we go beyond the basics of a business education. We embed bespoke career development into your course from day one, equip you with the skills to research and question, and nurture your desire to leverage new ideas so that you can respond creatively to whatever the future holds. If you have the drive and determination to make a difference, we ensure that your voice will be heard. Our collaborative environment empowers you to take control of your career in business and create ideas, products and services with real value. We combine a rigorous education with real-life situations. Your learning is supported by a range of business engagement opportunities, including internships, so that you not only explore and understand how global business operates but have the confidence to challenge the status quo.

Classes are ECTS credit 7.5 = 3.75 hours US, all courses are worth 3.75 US hours.

Levels: 3 = Freshman, 4 = Sophomore, 5 = Junior, 6 = Senior

SP = (Spring term) AU = (Fall term) FY = (Offered Spring, summer and Fall)

Details can be found at: <http://www.essex.ac.uk/modules/>

ACCOUNTING:

BE111-5-AU MANAGEMENT ACCOUNTING I = ACCT 2023 Management accounting may be seen as a way of providing information in three main areas: costing, decision-making, and planning and control. The emphasis of this module will mainly be on the first area (i.e., information for costing). In reality, however, it is often difficult to separate this area from the other two. For example, standard costing provides costing information which is then used as a tool for planning and control. This module will develop students basic knowledge of management accounting and the context in which it operates. Students will learn about the traditional routine or period oriented concepts and techniques of costing such as absorption and marginal costing, system design such as job order and process costing, and also the non routine or ad hoc approaches relevant for decision making. These concepts and techniques will be considered mainly in the context of manufacturing organisations, yet they are also relevant to the service and not for profit sectors. The module is complete in itself but is also intended to provide students with the conceptual knowledge and technical skills necessary for other second and third year modules in management accounting.

BE113-5-SP MANAGEMENT ACCOUNTING II = ACCT 399t This module seeks to further develop students' critical understanding of the role of management accounting in organisational decision making and control. The emphasis this term will be on the uses of management accounting information in facilitating planning, control and decision making by managers. This will include a critical reflection element through which the value of information and information systems in decision making process can be better understood. This module will be set against a broader understanding of management accounting as a mode of communication in organisation, and as a managerial tool that comes with a wide range of behavioural implications. Module Aims 1. To equip students with further technical

proficiency in key management accounting tools and techniques, building upon the foundation laid out previously in BE111 (Management Accounting I). 2. To enhance students' conceptual understanding of management accounting in terms of its role in organisational planning and control, and its behavioural implications. 3. To support the development of analytical and critical thinking that students may find useful for subsequent academic study, employment and personal development.

BE116-6-SP BUSINESS LAW II = BLAW 499t The Module commences with an outline of Partnership Law, followed by a study of various aspects of Company Law (including professional negligence), together with the rules of Agency, Insolvency principles and the offence of Insider Dealing. The Module will conclude with an overview of Employment Law. **MODULE AIMS & OBJECTIVES** The Module is designed to allow students to: Achieve a solid understanding of various aspects of Business Law by focusing on: Partnership Law, Company Law, The Law of Tort (Negligence), Agency Law, Insolvency Law, Insider Dealing, Employment Law **MODULE LEARNING OUTCOMES** Accordingly, upon a successful completion of the Module, students should be able to: Understand important legal principles involved in the business environment, Evaluate key legal issues relevant in both an academic and a commercial context, Conduct Legal Research, Apply the law to issues and problems, Satisfy professional accounting body requirements.

BE132-6-SP AUDITING = ACCT 4963 The objective of this module is to introduce students to key auditing concepts and issues. The module begins with an introduction to the role of the auditor followed by an analysis and evaluation of the two main audit approaches, audit risk-based auditing and business risk based auditing. After this, the module will continue with an examination of key auditing concepts, such as, the true and fair view, evidence and independence. Following this will be an examination of the form of the auditors report and discussion of recent developments in auditor liability and audit regulation. **MODULE AIMS** To give students an appreciation of the role of audit as a means of accountability in organisations and society. To give students with a knowledge and understanding of key elements in the audit process. To enable students to critically evaluate the key research and professional literature dealing with the current issues and controversies in auditing. To provide students with a firm foundation for further studies and research in auditing. **LEARNING OUTCOMES** After completing this module, students should be able to: Assess the strengths and weaknesses of audit methodologies; Discuss the key auditing concepts such as independence and objectivity; Discuss the recent developments in the regulation governing the work of auditors and auditor liability; Evaluate the effect of recent debates on corporate governance on the practice of auditing and the auditing profession; and Write essays that show they understand and are able to synthesise the relevant on audit theory and practice.

BE134-6-SP INTERNATIONAL ACCOUNTING = ACCT 410V This module is concerned with accounting and financial analysis in a global context, and considerable attention is focused on the accounting practices of a wide range of countries. The module begins with a discussion of the problems involved in the classification of national accounting practices and understanding how these practices develop over time. This leads on to a discussion of the benefits and costs associated with recent initiatives to promote international harmonisation of accounting practices. Next a comparative analysis is made of accounting practices in a number of countries covering North America, Australia, European Union member countries, Japan, and countries of the Third World. Finally the module considers some specific issues

related to international financial analysis, environmental reporting, IFRSs for SMEs, and international public sector accounting.

BE139-6-SP CORPORATE GOVERNANCE = ACCT 410V The objective of this module is to introduce students with key concepts, theories and issues in corporate governance. The module provides grounding in multiple perspectives of corporate governance theories as a basis upon which specific case studies are discussed. The module explores issues of corporate governance regulations, the relationship between accounting and corporate governance, board structure and managerial opportunism, corporate social responsibility and the politics of corporate governance. **MODULE AIMS** To give students an appreciation of the role of corporate governance as a means of accountability in organisations and society. To give students a knowledge and understanding of key elements in the corporate governance process. To enable students to critically evaluate the key research and professional literature dealing with the current issues and controversies in corporate governance. To provide students with a foundation for research in corporate governance.

BE155-7-SP: INTERNATIONAL FINANCIAL REPORTING = ACCT 410V The purpose of this module is to provide students with a critical understanding of current issues in international financial reporting. The module commences with a comparative analysis of the development of national accounting systems. Next the role of the International Accounting Standards Board (IASB) and its impact on financial reporting internationally will be examined in the context of perceived advantages and disadvantages of harmonisation and standardisation. Although the importance of the IASB is primarily seen in the context of capital markets, we will also consider the particular financial reporting needs of developing countries. The module then considers several country studies, including examples of financial reporting taken from North America, Europe and Japan. Finally the module considers some specific issues related to comparative international financial analysis.

ECONOMICS:

EC246-5-SP INTERNATIONAL TRADE INSTITUTIONS AND POLICY = ECON 499t This course studies the world trading system and the most important international institutions involved in the control of international trade. It considers their organisational structure, their powers and objectives and the impact of their activities on member countries - and others. It focuses on the period since the Second World War. The institutions considered are the GATT, the UNCTAD and, in much more detail, the WTO. The course will also discuss recent controversies over the activities of these organisations as well as aspects related to the applied analysis of trade data, policies and negotiations.

EC252-5-SP INTRODUCTION TO ECONOMETRIC METHODS = ECON 4743 This module provides an introduction to the econometric methods commonly used to analyse economic data. The focus of the module is on linear regression and the ordinary least squares (OLS) estimation procedure. This is introduced after a review of basic probability, random variables, simple descriptive statistics and the concept of the null hypothesis. Students will then be taught about how t-tests and F-tests can be used to make inferences about the estimated parameters and what diagnostic tests are available to test some of the assumptions of the simple OLS model. Then the module will move onto the question of identification and model specification, the concepts and implications of consistency and efficiency. The

module will be taught throughout using the Stata software package and always using economic examples using real data. Upon successful completion of this module students will have learned how to carry out simple statistical and econometric calculations. In addition they will possess the ability to understand and assess critically empirical findings reported in the applied economics literature. In addition, they should be able to use the linear regression model and the econometric methods developed for the linear regression model in order to conduct a simple econometric investigation of an empirical issue of interest. In completing tests/assignments, students will demonstrate their problem-solving analytical and deductive skills.

EC261-5-AU MANAGEMENT OF NEW TECHNOLOGY = ECON 399t The module investigates important economic issues facing firms that compete in high technology industries such as computers, electronics, telecommunications and pharmaceuticals. The course emphasizes how new technological knowledge is created, copied, protected, bought and sold in order to acquire sustainable competitive advantage. Attention is paid to the interaction between the management of technology and the overall competitive strategies of the firm, as well as to some institutional agents, like Science Parks, supporting innovation, technology transfer and adoption. While mainly deploying the standard methodology of economics, the course often takes the perspective of the firm and asks which strategies are likely to improve its profitability, in both the long and short run. This approach is reinforced by the use of case studies illustrating the type of technological decisions facing managers in a variety of industries. At the completion of this course, students will have acquired an understanding of the application of economics model-building methodology to the challenges of management of technology. Further, students should be able to formulate a general conceptualization of the process of creating, developing and diffusing new technologies. Students will have developed an understanding of the challenges to public policy in this area. Finally, students will develop and demonstrate their written communication skills by completing the term paper for the course.

EC262-5-SP ECONOMICS OF ORGANISATIONAL MANAGEMENT = ECON 4333 The module applies economic ideas to examine the organisational design of firms and how this design interacts with their environment and their competitive strategies. Although the module will adopt several perspectives, the primary perspective is that of incentive theory within the economic analysis of decision making. The first half of the module concentrates on the internal workings of the firm, including incentive pay, monitoring, executive compensation and organisational structure. The second part explores how a firm chooses where to set the boundary between internal transactions and market-based relationships. This leads to discuss issues of (related and unrelated) diversification, vertical integration and suppliers' management. The main goal of this module is to provide the student with an appreciation of the economic principles that determine the relative performance of different organisational arrangements. These principles are then applied to provide insights into the economic aspects of decisions that confront the managers of private firms or public organisations. A number of case studies of actual organisations will be used to explore the ways in which economic ideas can illuminate (a) the forces that guide decisions (b) the interactions among decision makers, and (c) the pattern of outcomes that are likely to be observed. At the completion of the module students will have learned to apply economic analysis to address issues involving the nature of organisational decision-making. This involves: (i) the ability to sort through a complex managerial situation and identify the crucial facts and issues, (ii) identifying the economic concepts that can help address these crucial issues, (iii) evaluating actual

managerial decisions, (iv) converting the theoretical insights provided by the economic literature into recommendations for managerial decisions.

EC322-6-AU MICROECONOMICS (ADVANCED) = ECON 499t This module aims to provide students with a rich background in the concepts and techniques of game theory, its uses, limitations, and issues. The course is also applied: it focuses on several important cases of strategic interaction, including auctions, interactions between rival firms, moral hazard and adverse selection, and the theory of the firm. Referring to several papers and excerpts, students will learn to analyse and critically evaluate the process of model-building, as well as examining whether the empirical evidence (observational and experimental) supports the various predictions. Upon completion of the course, students will be able to evaluate the impact of strategic considerations in the analysis of interactions among decision-makers. They will have learned how to apply game theory to issues in microeconomics. In so doing, students will have gained an appreciation of different solution concepts and the circumstances in which they are applied. In completing the tests, students will demonstrate their problem-solving analytical and deductive skills.

EC324-6-AU MACROECONOMICS (ADVANCED) = ECON 499t The module is intended to complement and extend the material covered in intermediate macroeconomics. It reviews the closed-economy, short-run macro model, allowing for both rigid and flexible nominal wage rates, studied in the context of key macroeconomic stylised facts. The module then goes on to explore alternative micro-foundations for nominal wage and price inflexibility, together with their implications for expectations formation mechanisms and economic policy. In addition, the module may include a selection of topics chosen from: real business cycles; determinants of natural output and employment; deflation, expectations and debt; menu-cost and imperfect competition models of nominal rigidities; time consistency of monetary policies. This module aims at enabling students to understand and to give an analytical account of the main theories concerned with the short run dynamics of macroeconomic aggregates. Upon successful completion of this module, students will be able to appreciate the significance of the theories' underlying assumptions, their key mechanisms and conclusions. They will also be able to evaluate alternative theories and models in the light of empirical findings. Finally, they will have learned to make use of various models to critically evaluate the consequences of macroeconomic policies, raising their external awareness to policy-decisions. In completing the coursework test, students will demonstrate their problem-solving, analytical and deductive skills. By solving class exercises in groups at home, students will furthermore have practised their ability to work in a team and their adaptability.

EC329-6-SP ECONOMICS OF THE EUROPEAN UNION = ECON 499t This course is concerned with the process of economic integration within the European Union. The main fields covered are: 1) Historical background, principles and functioning of EU institutions; 2) the internal market: integration of product and factor markets; 3) EU policies (agriculture, regional, competition, etc.); 4) EU monetary integration. Upon successful completion of this course, students will have gained insights into the principles of economic integration that underlie the processes of European development today. They will have learned how to apply economic theory to the analysis of policy problems in a range of fields - including trade, unemployment and monetary policy - which face the European Union in 21st century. Applying economic theory in this way will help to build the students' capacity for abstraction by demonstrating how a complex set of empirical facts can be understood in simple but insightful modelling frameworks.

Completion of the term paper for this course will also improve students' capacity for critical evaluation, and their project management and written communication skills.

EC330-6-AU ECONOMICS OF TRANSITION = ECON 499t This course examines one of the greatest events in the late 20th century, that is, the economics of the collapse of socialist economies and their transition to market economies. In this course, we will address the following questions: what were the causes of the collapse of Centrally Planned Economies (CPEs)?; what are the economic problems which transitional economies have faced; what can be learned from the different policies followed and degrees of success achieved so far in Central and Eastern Europe and in East Asia on the one hand and by the other so-called BRICs on the other? Students who successfully complete this course will have achieved an insight into basic features of CPEs and their shortcomings contributing to collapse. In addition, they will have gained empirical knowledge of the issues which transitional economies have encountered. This course is also expected to provide an understanding of how economic theories can be applied to analyse economic issues in transitional economies

EC335-6-SP STRATEGIES OF ECONOMIC DEVELOPMENT = ECON 499t This module examines the distinctive features of the economies of the less developed countries and introduces you to the literature that attempts to explain the persistence of poverty in those economies. We start with a historical analysis of the growth process to examine why there has been a divergence in the performances between the developed and the developing countries. The module will then elaborate on the role of institutions and incentives in shaping long run economic development. In particular, we shall examine the role of market imperfections, non-market institutions (such as social norms) and governance institutions. For instance, the ability of poor people to acquire skills may relate to credit constraints (which are a feature of imperfect financial markets), the distribution of wealth within an economy, and investments made by the government in schooling (which in turn may be determined by particular political institutions). The module combines economic theory with case studies to understand observed phenomena such as child labour, extreme inequality in wealth and income, and high population growth. Particular attention is given to how one can evaluate and determine appropriate policy options. Upon successful completion of this course, students will have acquired a good understanding of the functioning of the economies of the less developed countries and of the policy options that could potentially alleviate poverty. They should be able to apply analytical reasoning to problems facing the developing countries and make informed contributions to debates and discussions about possible ways to enhance welfare in these countries.

EC336-6-SP ECONOMIC DEVELOPMENT IN A GLOBAL PERSPECTIVE = ECON 3843 This module examines the challenges for developing countries since the acceleration of the pace of economic integration in the 1980s. The module starts by examining the concepts of globalisation and the targets of the Millennium Development Goals. In the first part of the module, we focus on some of the most common aspects of economic globalisation. We discuss the effects of trade orientation, trade reform and multilateral trade agreements on growth, poverty and development. We also debate main issues related to the effectiveness of foreign aid, examine the 1982 international debt crisis and look at the problem of heavily indebted low-income countries. In the second part of the module, we deal with controversial issues of worldwide concern such as international migration and the "brain drain" from poor to rich countries, global labour standards and child labour as well as the spread of HIV/aids, malaria and other infectious diseases.

EC352-6-AU ECONOMETRIC METHODS = ECON 499t This course covers a range of methods used in the modern application of econometric techniques to economic and financial data. Following a review of linear regression methods and instrumental variable methods, students are introduced to maximum likelihood estimation, before proceeding to a more in-depth treatment of certain classes of models that arise in economics and finance to deal with particular types of data. These include: limited dependent variables; univariate and multivariate time series (stationary and nonstationary); and panel data. Issues of model specification, estimation and hypothesis testing will be stressed throughout. The course is designed to enable students to practise the relevant methods, rather than to derive estimators or tests, or to prove the theorems upon which these are based.

EC355-6-SP PUBLIC ECONOMICS = ECON 3333 This module analyses the economic rationale for "collective choice" in a market economy. We will consider measures of social welfare, equity and efficiency. We will evaluate the government's ability to identify and achieve "better" outcomes, particularly under a democratic process. We will consider the economic case for interventions to redress market failures, to redistribute resources, and to provide public goods and services. This module is also applied: we will discuss and compare actual and proposed programmes in the UK and abroad in the areas of poverty reduction, education, and health.

EC363-6-SP LABOUR ECONOMICS = ECON 3533 This course investigates the determination of labour market outcomes (wages and employment) and discusses why and how differences across individuals may occur. In the beginning of the course we develop the basic analytical tools necessary for understanding wage and employment formation, and discuss what makes the labour market an important and a special type of market. After this, the basic models are extended to analyse how and why labour market outcomes differ across groups and over time, in particular in terms of the increased inequality of wages and the convergence of male and female market outcomes. Throughout the course, practical examples are used to highlight the applicability of labour economics to current issues and policies.

EC365-6-SP THEORY OF MONOPOLY AND REGULATION = ECON 499t The module studies monopoly industries: the sources, creation and exercise of monopoly power and the principles and practice of monopoly regulation. The module starts by examining decision-making of the monopoly firm, covering both pricing and non-price behaviour, and examines welfare implications of these practices. Creation of monopoly power through merger and monopolisation is considered next. The concept of a natural monopoly is defined and its relevance across a range of industries is explored. Turning to regulation of monopoly, the module focuses on difficulties arising from the asymmetry of information between regulator and firm, exploring how price controls may be applied in this context. Finally the module discusses liberalisation and the role of industry structure. The issues are illustrated with examples from monopoly regulation in the UK and elsewhere. The module aims to provide students with an understanding of the many aspects of monopoly behaviour and the problems these raise for regulatory policy. Upon completion of the module students should be able to: formulate and analyse the decision-making of a monopolist; assess the welfare effects of these decisions; describe the difficulties faced by a regulator in controlling these behaviours; explain the role of industry features and structure; discuss the process of liberalisation; and illustrate these problems with examples from real-world industries.

EC366-6-AU MARKET STRUCTURE AND STRATEGIC BEHAVIOUR = ECON 499t This module studies the strategic interaction among firms and its implications for market functioning. It examines how firms choose price and capital investments to compete against or co-operate with one another. The module goes on to study dynamic price competition and implicit collusion in oligopolistic markets. It concludes with an investigation of two-sided markets and platforms. By means of analysing and critiquing both formal and heuristic models, students develop their analytical reasoning ability. The course will use extensively the theory of non-cooperative games. Emphasis is given to the way the models are built by using "benchmark models" that are modified to take into account the specifics of particular assumptions.

EC367-6-AU INTERNATIONAL TRADE = ECON 4633 The module focuses on theories and empirical evidence of international trade. It covers the Ricardian and Heckscher-Ohlin models in detail, and also examines more recent research on patterns of trade and "strategic" trade policies in the presence of imperfectly competitive markets. Attention will also be devoted to the political economy of trade policy. The objective of the module is to familiarise students with the tools and basic concepts required to understand the forces that shape international trade and help determine trade policies. At the end of the module, the students should be able to make sense of discussions of international trade in the business press and to express their own opinion. The module also helps the student understand that economic policy must consider the significant interaction between different sectors of the economy. A final objective of the module is to further the student understands of the role of economic modelling. In particular, trade theory is a good illustration of how different models can (and must) be used to analyse a given economic issue.

EC368-6-SP INTERNATIONAL MONEY AND FINANCE = ECON 499t The course builds on the macroeconomics taught in the second year. It focuses on open economy macroeconomics, which is discussed at both an intuitive and a technically advanced level (for instance, by solving a system of difference equations). First, foreign exchange markets and their links to prices and interest rates are shown to determine trade and asset flows. Second, various models of (interest and) exchange rate determination are used to explain short and long run effects on the aggregate economy. Third, the Dornbusch model, a model combining both short and long run effects, is studied in more detail. Upon successful completion of the course students will have acquired an appreciation of the role of international currency markets in the determination of economic outcomes. Specifically, they will be familiar with a range of models through which they can interpret movements in the exchange rate and its relationship to other key macroeconomic variables. Students will also be familiar with the effects of monetary and fiscal policy in an international setting. They will be able to critically assess the appropriateness of particular policies as a response to important events within the international monetary system. Students will also have had an opportunity to learn how to approach research articles.

EC371-6-AU ECONOMIC ANALYSIS OF ASSET PRICES = ECON 499t The module begins with an overview of capital markets and explores limits to the predictability of asset price changes. Modern theories of financial decision-making under uncertainty are examined from the perspective of their application to portfolio decision problems, with an emphasis on mean-variance theory. Mean-variance analysis is then adapted to construct the Capital Asset Pricing Model (CAPM). Following an introduction to Arbitrage Pricing Theory (APT), both models are subjected to empirical testing. The module goes on to review extensions of asset pricing theories to encompass present value relationships, including multi-

period consumption and portfolio planning decisions, and thence to study bubbles in financial markets. Finally, students are introduced to theories of asset market microstructure.

EC383-6-AU ENVIRONMENTAL ECONOMICS = ECON 4433 Many environmental issues can be discussed within a framework of economic analysis that has its roots in the study of capital theory, welfare economics, externalities, regulation design and cost-benefit analysis. The course will focus on the economic analysis relevant for the study of environmental policy. It is designed to provide students with a thorough understanding of the strength and weakness of economic analysis as applied in these areas. At the completion of this course, students should be able to grasp the main tools of economic analysis as applied to the environment and to appreciate the main theoretical issues in this area. Further, students should be able to design suitable policies to achieve desirable environmental outcomes. In completing the assignment for this course, students will demonstrate their problem-solving analytical and deductive skills. The module contributes towards the key skills of problem solving, numeracy, communication, and environmental responsibility.

EC386-6-AU INTRODUCTION TO HEALTH ECONOMICS AND POLICY = ECON 499t This module covers a broad range of concepts, theories, and topics related to the economics of health care. It builds on the insights of microeconomic theory. Health Economics emerged as a sub discipline of economics in the 1960s with the publication of two seminal papers by Kenneth Arrow (1963) and Mark Pauly (1968). The focus was on health market rather than on health status per se. It prompted the development of Economics of Health Care. The aim of this module is to understand how methods developed in other economics classes can be applied to the health sector. Using standard microeconomic tools, and informed by empirical analysis, we will try to answer several questions that are relevant for policy debate. Why is the government playing such an important role in the health care sector? How does the patients' lack of information affect medical prices? Can we use economic models to understand the rationale for risky behaviours, such as smoking? Lectures will be devoted to build up an economic analysis of the demand and production of health and health care. These concepts will be further developed during classes, through the discussion of articles from both the economic literature and the press. At the end of this module, students should be able to understand the main economic mechanisms related to health care and apply results from the literature to the current policy debate.

FINANCE:

BE311-5-SP CORPORATE FINANCE = FINN 3603 The purpose of this module is to provide an understanding of how financial theory can aid the financial decision making in corporations. The emphasis is on how to apply the value maximization principle to corporate decisions, such as investment decision, borrowing decisions, and dividend decisions. The course is divided into four parts. In part 1 we begin with the principle of diversification and derive the CAPM equation to understand the relationship between risk and return. In part 2, we look at valuation of real and financial assets. In part 3, we analyze capital structure—the mix of corporate debt and equity and finally in part 4 we analyze the role of information in corporate decision making.

BE312-5-SP FOUNDATIONS OF FINANCE = FINN 3043 The course carefully examines the basic building blocks of modern finance theory and focuses on the theoretical and analytical cornerstones on which the building blocks are placed. We study how these building blocks can, in certain cases, help us identify potentially optimal decisions now, even though the future consequences of those decisions are

yet uncertain. A common feature of finance is the need to make good use of and where possible best use of limited resources; constrained optimization techniques can often guide us in this need. Basic concepts in probability are used in finance to describe the inevitable uncertainty regarding the future. Most of us dislike risk and prefer to avoid risk, though only if the price for avoiding that risk is acceptable. We study how expected utility theory helps us measure how averse we are to taking such risks. We then proceed to use these building blocks to examine several concepts: choice under uncertainty, maximizing returns and minimizing risk subject to constraints, mean-variance analysis and net present value.

EC372-6-SP ECONOMICS OF BOND AND DERIVATIVES MARKETS = FINN 499t This module begins with a study of the distinctive characteristics of bonds as financial assets, and thus to explanations of the term structure of interest rates. Much of the remainder of the module is then devoted to studying derivatives markets, focusing on futures and options markets. Futures contracts are analysed both in principle and with applications to commodity markets as well as financial futures markets. Option contracts are studied from the perspective of relationships between option premiums and underlying asset prices, together with an exploration of the ways in which option contracts can be used to achieve specific financial objectives. Markets for various types of swaps including currency swaps, interest rate swaps and credit default swaps are then examined. Finally, the module explores theories of financial intermediation, with particular reference to determining the proportion of investment funded indirectly via intermediaries loans rather than directly via bond issuance. Upon successful completion of this course students will have acquired an appreciation of how economic reasoning can be applied to the markets for bonds, futures contracts and financial options. They will also be able to conceptualise the fundamentals of financial derivatives in economic terms and evaluate simple models of price determination based on the arbitrage principle.

EC248-5-SP FINANCIAL INNOVATIONS AND MONETARY POLICY = FINN 399t This course focuses on developments in monetary policy, and its effects, in the context of continuing financial innovations including new forms of transaction media. After an overview of financial systems, including commercial banking, the course examines the nature and implications of financial innovations with emphasis on developments since the 1980s. Commercial banks' asset and liability management is explored with an emphasis on the control of credit and the transmission of monetary policy. The role of central banks in the supervision of the financial sector and the formulation of monetary policy is studied in various institutional contexts, normally including the European Central Bank and the U.S. Federal Reserve Board as well as the Bank of England. The aim of the course is to introduce students to the evolution of central and commercial bank practices and the institutional environment within which the banking sector operates. Upon successful completion of the course students will have gained an appreciation of the main functions of financial intermediaries in a changing world. In addition, students will have improved their skills in the critical evaluation of existing literature in preparation of a term paper.

EC247-5-AU FINANCIAL INSTRUMENTS AND CAPITAL MARKETS = FINN 399t (No course description available, I just have a list of the lecture topics): Lecture 1 Topic: Introduction; what do banks do? Lecture 2. Topic: Financial intermediation; bank runs & bank regulation Lecture 3 Topic: Money markets Lecture 4 Topic: Bond markets Lecture 5 Topic: Securitisation; credit rating Lecture 6 Topic: Equity (stock) markets Lecture 7 Topic: Derivatives I: futures & options Lecture 8 Topic: Derivatives II: interest rate derivatives; swaps Lecture 9 Topic: Financial regulation after the crisis Lecture 10 The final lecture will allow time for student presentations.

EC245-5-AU INTERNATIONAL FINANCIAL INSTITUTIONS AND POLICY = FINN 399t This course studies the world trading system and the most important international institutions involved in the control of international trade. It considers their organisational structure, their powers and objectives and the impact of their activities on member countries - and others. It focuses on the period since the Second World War. The institutions considered are the GATT, the UNCTAD and, in much more detail, the WTO. The course will also discuss recent controversies over the activities of these organisations as well as aspects related to the applied analysis of trade data, policies and negotiations. Upon successful completion of the course, students will have obtained an insight into some of the most important issues of international trade policy, and of the role of the main international agencies involved in their resolution. On completion of the course students will have deepened their understanding of the world economy. They will also have improved their written communication skills in preparing the term paper for the course.

BE313-5-AU PORTFOLIO ANALYSIS = FINN 3063 This course focuses on the theoretical and empirical underpinning of trading strategies adopted by fund managers. The course shall outline the main theories of risk and return and explore the implications of these theories for investors' decisions. In doing so the course shall address questions such as: What is the appropriate measure of risk for a particular security? How might an investor decide on the weightings of different assets in his/her portfolio? How can we identify mispriced stocks? Should you invest your savings in an actively managed fund or in a passive fund? The course shall begin with an overview of how investors measure a security's risk and return and then, using Markowitz's mean-variance criteria, shall illustrate how efficient portfolios can be constructed. The main difficulty with Markowitz style optimisers is how fund managers predict future risk and returns of individual securities. In this course we shall introduce some of the approaches used to make those predictions. Bonds are often regarded as a relatively low risk asset class. Alternative measures of bond risk are evaluated, and a portfolio strategy that claims to remove all risk is outlined and critically evaluated. Aims The main aims of the course are to: to give students an appreciation of different approaches to portfolio management to examine how investors may fully exploit the benefits of diversification to provide students with an understanding of the models that are relevant to the management of bond portfolios to introduce students to the main asset pricing models Objectives This course enables students to be able to: understand what is meant by an efficient portfolio and how to identify efficient portfolio understand the importance of the CAPM and APT; explain how investors may fully exploit the benefits of diversification evaluate competing measures of bond risk.

BE314-5-SP FINANCIAL MODELLING = FINN 3103 This module is intended to bring to life some of the theories that are introduced during BE100 (course code AC111 in 2008-09). With extensive use of spreadsheets (Excel) students will be able to use real data to analyse financial models. Applications will include models of portfolio selection, asset pricing and risk management. An important component of the module shall be the use of basic statistical concepts to test hypotheses relating to financial models. Module Aims - to familiarise students with techniques for handling financial data - to build a bridge between financial theories and practice - to introduce students to applied statistics with financial applications Module Outcomes After completing this course students should be able to: - Examine and manipulate data using Excel - Estimate and interpret simple regressions - Estimate financial models using Excel - Understand the principles of regression analysis - Conduct appropriate hypothesis tests of financial models

BE331-6-SP THE PRICING OF SECURITIES IN FINANCIAL MARKETS = FINN 4133 The subject matter of this module involves around the theoretical foundations of some widely used pricing models for securities traded in financial markets, i.e. equities, options and bonds. For equities, models such as the Gordon growth model, the Classical CAPM, and the APT are frequently used by applied researchers and by practitioners. Similarly, the Black-Scholes formula, along with CRR (Cox-Ross-Rubinstein) binomial model, is often utilized in option pricing in practice. While such applied works take the end product (the model) for granted as a black box, this module is aimed at explaining the theoretical foundations of these models from a unified viewpoint so that the students should be able to appreciate the usefulness and/or the weakness of these models after taking the module. The module is designed for third year finance students. It may have appeal to accounting and management students possessing a technical bent, to similarly inclined economics students with an interest in financial economics, and to mathematics students interested in financial markets.

BE332-6-AU OPTIONS AND FUTURES = FINN 499t This module emphasizes the derivative market, in particular, futures and options markets. The first half of the course examines futures: the various markets (including stock index, FX, commodities and interest rate contracts), how they are priced and hedged, and different trading strategies. The second part looks at options. We first introduce basic topics such as option positions, the relationship between call and put option prices, trading strategies and etc. We then consider two well-known option valuation models, the binomial model and the Black-Scholes option pricing model, which help us to better understand options. **Module Aims** This course is designed to allow students to: understand the mechanics of futures markets; understand how futures contracts are priced and traded; understand the mechanics of options markets; understand the basic concepts underlying financial option pricing. **Learning Outcomes** Accordingly, upon successful completion of the course, participants should be able to: describe the operation of futures market exchanges; explain the rationale for different trading strategies using futures contracts; price a number of different futures contracts; describe the operation of options market; explain the rationale of different trading strategies using options; apply the Black-Scholes model.

BE333-6-SP EMPIRICAL FINANCE = FINN 499t The main aim of the module is to equip the student with the necessary skills and understanding to conduct econometric research. The context of the econometric research in this module is topics from Finance, but the methods employed are general. The material is rather focused and covers the Ordinary Least Squares (OLS) method and time series analysis, the conditions under which OLS is employable, the pitfalls and caveats when using OLS and performing analyses on time series data using any estimation method, and prediction and forecasting. Practical Finance applications will be done in labs in which the software package Eviews will be extensively used. **Module Learning Outcomes** By the end of this module you should be able to Set up an OLS model to estimate a linear relationship between a set of variables. Be able to interpret all items in an OLS output. Describe in detail the problems such as heteroscedasticity and autocorrelation that have to be dealt with when performing OLS estimation. Be able to perform diagnostic tests and take corrective actions. Set up a time series model. Describe in detail how non-stationarity affects the outcome of time series estimation. Be able to detect and correct for non-stationarity in the data. Form n-step ahead forecasts using a correctly specified time series model.

BE610-5-AU INTRODUCTION TO BANKING = FINN 3133 This module is an introduction to both theoretical and practical issues related to the modern banking business. The module begins with an

overview of the role and genesis of the financial system and the nature of financial intermediation. It covers the main characteristics and types of banks (e.g. commercial and mutual; retail and wholesale) and analyses recent trends and developments in relation to both domestic and international banking markets. The module also explores the main items contained in banks' financial statements and discusses main risks of banking, with particular reference to elementary risk management techniques. Special attention is paid to the central banking and the rationale for bank regulation at both national and international levels. Module Aim: The aim of this module is to introduce basic concepts of banking, to provide students with an understanding of the role of financial intermediation and to overview the tools of analysis of banking activities. Special attention will be paid to regulatory issues. Module Learning Outcome After completing this module students should be able to: Explain the differences between banks, other financial intermediaries and financial markets Explain the role and functions of central banks Analyse and interpret basic banks' financial statements, identify banking risks and elementary risk management techniques Critically evaluate why banks need regulation and distinguish between the different types of regulation

BE630-6-SP INTERNATIONAL FINANCE = FINN 3703 This course has three elements. The first aims to provide students with a thorough understanding of the basic international arbitrage relationships and introduce them to some basic models of exchange rate determination. The second aims to build upon this economics based approach, covering topics such as models of currency crisis, and the South American and East Asian Crisis. The final element aims to provide students with insight into international markets from the perspective of a multinational firm, where topics such as the international cost of capital and foreign direct investment are covered. Learning Outcomes: After completing this module students should be able to describe the basic international arbitrage relationships and understand fundamental aspects of the basic models of exchange rate determination. Further, you will have a good grasp of some current issues in international finance and be able to offer some insight into the challenges faced by multinational firms.

BE631-6-SP RISK MANAGEMENT = FINN 3623 As the collapse of Barings Bank, LTCM and Metallgesellschaft demonstrate the (mis) use of the financial derivatives can potentially have catastrophic consequences for those who acquire them, be they traders, speculators or companies that simply wish to manage their risk. And yet in recent years derivatives have become increasingly important, both for the financial sector and for the wider economy. This single semester course is designed to give students a thorough understanding of how risk can be managed with the use of derivative instruments. A variety of risk exposures will be addressed, including foreign currency risk, interest rate risk asset price and commodity price risk. The relative merits of futures, forwards, options and swaps will be assessed. In addition to examining different hedging strategies the course shall explore how derivatives can be combined to tailor the expected payoffs for different scenarios. An important component of the course is the evaluation of alternative approaches to measuring Value at Risk.

BE632-6-SP INTERNATIONAL BANKING = FINN 499t This module aims to provide students with a good knowledge of international banking institutions and markets. Specifically, the topics covered include the kinds, functions and strategic drivers of international banks (including international commercial, investment, retail, and private banking) and the main features of international banking

markets and offshore financial centres. Special attention will be given to the topics of risks and the need and role of international banking regulation, banking crises, and emerging trends.

BE334-6-AU FINANCIAL MARKETS AND MONETARY POLICY = FINN 3053 This module explores the links between money, financial intermediaries, financial markets and the policies that affect them. In particular, it focuses on the effects of monetary policy on financial markets and through them on the economy as a whole. Module aims: To provide students with an understanding of how interest rates, money supply and central bank actions affect the decisions of economic agents, financial markets and prices; To develop an understanding of objectives, functions, and operations of central banks in financial markets; To introduce students to a number of recent developments and policy debates regarding financial markets and monetary regulation. Learning Outcomes: By the end of this module students should be able to: Explain how the interest rates are determined, what factors affect them and what is the risk and term structure of interest rates; Apply the concepts of rational expectations and efficient financial markets to analyse the effects of monetary policy; Identify principal objectives of central banks and forecast their possible market interventions in response to asset price movements and other market changes; Explain the role of financial institutions for the various channels of monetary policy transmission and derive the implications of monetary policy actions for financial markets.

BE335-6-AU BEHAVIOURAL FINANCE = FINN 499t For many years the Efficient Market Hypothesis (EMH) has been assumed to be dominant within academic circles. Despite this, many practitioners choose active investment strategies that are premised on markets being inefficient; to take two examples, momentum investors buy stocks that have recently increased in value while value investors seek to buy gross under-valued stocks. In addition, there is increasing evidence of the existence of a wide variety of anomalies that represent an empirical challenge to the EMH These include: stock market bubbles and crashes abnormal returns to non-risk factors; delayed reaction to financial news such as earnings announcements overreaction and eventual corrections and the apparent profitability of momentum and value strategies During the past couple of decades a new paradigm has developed within finance Behavioural finance rejects two crucial assumptions of mainstream finance these are the assumptions of homogeneous, ultra-rational (utility maximising) agents and unlimited arbitrage Drawing from cognitive psychology behavioural finance examines ways in which common cognitive biases and heuristics influence trading and stock prices In this course it will be shown how allowing for common human traits such as overconfidence, fear of regret, pride, loss aversion, anchoring, framing, mental accounting, representativeness, etc enables a better understanding of financial markets and the trading strategies of investors

BE339-6-SP DEVELOPMENT FINANCE AND MICROCREDIT = FINN 499t This module focuses on the crucial role finance has for economic development with particular reference to emerging countries. It is divided into two parts: part 1 'finance and growth' and part 2 'microfinance for economic development'. Aims This module aims to provide students with a good knowledge of the nexus of finance and development and the importance of microfinance in particular for emerging and developing countries. In order to fully appreciate the dynamics of these economies, the topics covered include financial liberalisation, a review of the process of financial institution building in developing and emerging market economies and an analysis of their interactions with the global financial system. In addition, students will be able to learn about microfinance theory and practice, including products and services, risk management issues, sustainability and regulation.

INFORMATION SYSTEMS:

BE114-5-SP APPLYING E-COMMERCE IN BUSINESS = ISYS 399t E-Commerce in Business is an introduction to the key concepts and challenges of the Internet and electronic business. Its general aim is developing the student's ability to identify new and viable options for services using the Internet. This module focuses on the management issues relating to the subject and demystifies the e-revolution to clearly state the changing nature of the relationship between traditional business enterprises and e-business. The module also looks beyond the dot.com bubble and considers the long-term use of the Internet within our daily business and customer-focused lives. The lectures will address some of the central issues that transcend the disciplinary boundaries of accounting, finance and organisational studies. The focus of the first part of the course will be on developing an understanding of the concepts of E-Commerce and E-Business technology, evaluating its benefits; and analysing the forces driving its use as well as the dangers and threats of the Cyber-World. The second part will discuss the impacts of the digital economy on trading, and define how E-Commerce is conducted and managed, outlining its opportunities, limitations, and risks. The third part of the module will explore the e-infrastructure process, the role of Web hosting and integration, and the fresh and dynamic set of resources that e-business can provide. The fourth and last part will be dedicated to discussing the strategic power of the Internet in the business world within the foreseeable future.

MANAGEMENT:

BE410-5-AU ORGANISATIONAL BEHAVIOUR = MGMT 399t This module builds on the first year module BE400 to develop and deepen several of the themes which were introduced there. The intention is to dig deeper into the concepts of management, work and organization in order to understand something of their provenance, evolution, context of use and relevance today. The module divides into two parts. The first part examines the recent historical development of management, work and organization in both theory and practice. The second part explores in more detail some of the most important contemporary themes in the field of organization studies and management theory. The first four weeks of the module provide an historical review of the last 100+ years of management and organizational theory, picking up and developing ideas that students should have encountered in a basic form in the first year. The focus is on understanding the social, historical, economic and cultural context within which practices of organizing, and organizational theory, emerge. Rather than understanding this in terms of 'context' as contingency theory, might for example the focus be on the interplay of management theory and practices of organization, and their location in, and interaction with, a wider historical, political and economic situation. The second half of the module considers six broad - and overlapping - topics in the field of organizational behavior and explores these with reference to both their historical origin and contemporary relevance. The topics which will be covered are: the individual at work; groups and teams, culture, power, technology, performance management.

BE413-5-SP INTERNATIONAL BUSINESS ENVIRONMENT = MGMT 4583 This module builds upon a basic understanding of management, and in particular of environmental influences on the way in which organizations function and are managed. It provides a more advanced understanding of the international context which helps to shape the strategies and operations of organizations, and explores some of the current issues and challenges facing organizations within the international business environment. In particular, the module focuses on international political economy, covering the major

economic systems in the world, and tracing the historical evolution of the global order. It also explores the implications of globalisation for the various functional dimensions of the organization.

BE310-5-SP INTRODUCTION TO QUANTITATIVE MANAGEMENT = MGMT 399t This application-driven course teaches the manager how to formulate and solve real-world problems concerned with decision making in modern management. Simulation is the main solution tool. The course demonstrates how to build simulation models, how to run simulations using simple Excel spreadsheets, and, to evaluate and interpret output results. Course aims: 1 to introduce (and revise) basic mathematical notions essential to quantitative management; 2 to understand simulation modelling and how it can be used to effect in key areas of management such as inventory, queues and maintenance; 3 to understand how to submit a model, and run a simulation using spreadsheets and how to evaluate results from that model. Learning outcomes: At the end of the course students should be able to: 1 formulate decision problems arising in management; 2 build simulation models of such problems; 3 solve practical instances of such problems using spreadsheets; 4 analyse and evaluate simulation results prior to their use in decision making.

BE418-5-SP MANAGEMENT AND THE CULTURAL INDUSTRIES = MGMT 399t This 10 week Module builds upon students basic understanding of general management to explore the particularities of the cultural industries An increasingly important sector of the economy, the cultural industries are distinctive both in terms of their political economy and their organizational forms, management systems and labour processes This module offers a high level analysis of the cultural industries by starting from a consideration of what is distinctive about culture as an economic product and proceeds to consider what this distinctiveness means for the structure of the industries how new technologies, globalization and intellectual property rights legislation have shaped their development and what this means for work and management within these industries Throughout the module students will be encouraged to engage actively in their own learning by contributing to teaching through assessed group presentations The Module does not offer a prescriptive set of guidelines for managing in the cultural industries but provides students with the conceptual tools and the historical knowledge to critically analyse and situate this sector for themselves Through the group research and presentation, the module also facilitates the development of important transferable skills such as time management project planning research critical thinking and analysis groupwork and presentation skills

BE420-6-SP LEADERSHIP IN ORGANISATIONS = MGMT 4253 (No course description available)

BE430-5-SP MANAGERIAL DECISION-MAKING = MGMT 399t This ten-week module is designed to introduce students of management and other related areas to the basic notion of choice, problem-solving and decision making in organisations.

BE431-5-AU & SP BUSINESS STRATEGY = MGMT 399t The business world is increasingly global, complex and fast changing. While some organisations are consistently successful over a long period of time, many fail and are forgotten forever. Since capital, labour and management are increasingly mobile, in theory it should become consecutively easier to imitate the strategies of winning companies and dissipate their profits. In practice, however, only a few firms become long-term leaders. Why? While there appears to be clear link between successful industry performance and superior strategy there is little agreement on what a strategy really is or how to develop a good one. This module introduces students to the concepts and tools of business strategy making. It encourages a critical appreciation of

how firms make sense of their business environment and how they position themselves in their market. It also critically examines the process for making strategic choices and how firms turn strategy into action.

BE434-6-SP MANAGEMENT PSYCHOLOGY= MGMT 399t Management Psychology is intended to open up the relationship between Behaviour and Experience in the context of the study of organisations. As such, its primary focus is on the individual in the organisation, the construction of meaning, bureaucratic and technological consciousness, organisational socialisation and secondary adjustments, and the significance of organising principles such as time, gender and motive. The module is rooted in the psychology of organising. The module is taught over 10 weeks, in two hour sessions which will involve a formal taught element, discussion, group work and other class based activities. There will also be a course work class which functions as a surgery for dealing with specific course issues, essay writing, and directed reading (two per term). The course will use film and video material to explore the issues raised and to provide contextual support for the ideas. For example, video material will be used to demonstrate aspects of organisational socialisation and employee experience, aspects of feature films such as *Gl Jane*, *She Stood Alone* and *Vertigo* might be used to demonstrate socialization, gender and mystification. Film and research material on organizations including, Amway, Southwest Airlines and Disney is also used.

BE435-6-SP MANAGEMENT, SOCIETY AND NEW FORMS OF WORK = MGMT 499t Changes in technology, society and the economy have important implications for management, organization and work. Due to the theoretical lenses employed by management theorists, however, these implications are often not immediately appreciated. This course will examine the current changes happening in the world of work in light of contemporary social theory. Particular attention will be paid to the wide-ranging socio-economic changes variously referred to in terms of the knowledge economy, post-industrial society, post-Fordism or the new economy. What all of these formulations share is an increased emphasis on knowledge and communication as the basis of organization, work, management and competitive advantage. This shift of value production away from traditional concerns with capital, land and labor, toward more immaterial resources such as knowledge, renders many of the old techniques and methods of management and work organization redundant. New forms of accounting for intangibles are necessary, as are new methods of control and supervision in more distributed forms of organization and work. This course will focus on the emerging realities of management, organization and work within this new economy. Rather than a sanitized vision of the knowledge-intensive firm where everyone is equal, empowered, highly educated and self-actualizing in autonomous, networked organizations, this reality is often characterized by intrusive forms of managerial control, intensified surveillance, routinization and Taylorism, an increasing precariousness of employment and career, and a retrenchment in the gendered division of labor. Indeed, for many the engines of the new economy are not knowledge and brainwork, but the high-volume, low-cost sweatshops found both in developing countries and in the cities of the global North. By focusing upon the wider context within which these organizational and management challenges are arising, this course will prepare students for the new realities of work and management by paying attention to the full range of developments in organization. This includes so-called leading edge phenomena such as distributed, networked organizations, new forms of work including management consultancy, symbolic analysis and affective labor, new forms of exchange like Open Source software and Napster, and new forms of resistance to socio-economic change including neo-Luddism, culture-jamming, alternative media, anti-globalization and popular

movements against precarious labor. It also includes more conventional forms of organization, however, including sweatshops, fast food, retail, call centres, mining and agriculture.

BE436-6-SP MANAGING ORGANISATIONAL SPACES AND BOUNDARIES = MGMT 499t Traditionally the management of organisational structure has been a search for an effective and appropriate structure for particular organisations or groups of organisations. This search has focused on developing 'an ideal' structure for a specific set of environmental factors. However, over the last twenty years or so it has been recognised that organisational structures are far from the simple arrangement of resources that early research portrayed. Thus this module begins by taking an historical overview of the development of organisational structures before moving on to explore the issue of boundaries, their development and role in organisations and organisational structure. Developing these understandings, and recognising the spatial turn taken in many of the social sciences, the module goes on to further explore the issues of organisation structure through a spatially informed understanding.

BE437-6-AU MANAGEMENT, INNOVATION AND NEW TECHNOLOGY = MGMT 499t This 10 week module builds upon students basic understanding of management and operations to provide an insight into the relationship between management, the innovation process and the development, application, and use of new technologies. Innovation is concerned with both the development of new products and new processes. This module will focus primarily on process innovations, thereby building upon students knowledge of operations management and the process of producing and delivering goods and services. The module introduces students to theoretical frameworks for understanding and analysing technological change as well as providing an in-depth analysis of changes in organization and operations related to information and communication technologies. The module does not offer a prescriptive set of guidelines for managing the innovation process, but provides students with the conceptual tools and the historical knowledge to situate, critically analyse and understand this process for themselves.

BE439-6-AU BUSINESS ETHICS = MGMT 4243 This 10 week module builds upon your existing understandings of management and organisation by considering specifically the ethics of, and in, business. The emergent field of Business Ethics (and associated fields of Corporate Social Responsibility and Sustainability) have made particular contributions in shaping business practice and theory. In this module you will be introduced to the origins, practice and theory of Business Ethics. You will be provided with the conceptual and theoretical resources to examine critically the nature of its contributions. Identifying particular assumptions that inform but also constrain the Business Ethics field, the module also explores a number of wider literatures and perspectives that provide further resources for a critical examination of the ethics of business.

BE446-6-SP INTERNATIONAL HUMAN RESOURCE MANAGEMENT = MGMT 499t Building on prior learning in International Business Environment, Business Strategy and Human Resource Management (HRM) this module examines HRM in an international context. Brief retrenchments following the bursting of the dot-com bubble in 2000 and the global financial crisis of 2007/08 notwithstanding, foreign direct investment (FDI) has grown dramatically over the past 25 years. FDI manifests itself as foreign affiliates of international companies. Currently more than 800,000 of these foreign affiliates are in existence, all of which need to be staffed. These staffing needs bring with them challenges unique to the multinational enterprise that domestic firm do not have to contend with. This module will explore the additional complexities introduced by conducting HRM across national borders. HRM is a complex

and often contested topic in a domestic context. Once organisations start operating across national borders, these complexities and challenges grow exponentially. This module will explore these complexities and outline some of the key differences between domestic and international HRM and look into the additional challenges emanating from having to fulfil various HR functions in an international context. A particular emphasis will be put on the management of globally mobile employees. The module will also offer an international perspective on industrial relations, exploring a situation where the employer in the form of a multinational company now often transcends national boundaries, whereas the representation of employees has remained largely bound to the national context.

MARKETING:

BE511-5-AU MARKETING MANAGEMENT MKTG 4853 The module is structured under two general themes: Marketing Analysis and Marketing Strategy. In the first part we will focus on the external conditions and actors that an organisation needs to take into account and establish a relation with in order to successfully manage its own marketing position. In the second part we will then look at how the organisation can establish and maintain a competitive position in the market by formulating and implementing a marketing strategy. The focus in this part gradually shifts towards studying the experience of the consumer in marketing practice. This 10 week module builds upon the basic understanding of marketing theory and concepts delivered in BE510 Introduction to Marketing. It provides a detailed understanding of the approaches adopted by marketers in the areas of marketing analysis and strategy.

BE440-6-AU BRAND MANAGEMENT = MKTG 499t This module builds upon students prior knowledge of marketing and management by considering the more specific field of brand management. It highlights the presence of brands in contemporary culture, examines their social and business role, and explores their consequences for contemporary marketing practices and for organisational practices more generally. The module deals with the meaning of brands, their relation to products, the choices regarding brand strategy, and their consequences. Attention is paid to the notion of brand image, the issues of brand development and extension, and the consumption of brands. The module introduces managerial and marketing issues central to brand management while also engaging in critical analysis of branding understood as a cultural practice.

BE518-5-SP DIGITAL MARKETING AND SOCIAL MEDIA = MKTG 399t Marketing practices have dramatically changed with the rise of social media and new technological developments in devices, platforms, and applications. The rapid evolution of the digital environment presents new opportunities and challenges for marketers. Through a combination of theory, case studies, best practice examples, current news items, and assignments, students will learn how the internet is now integrated into all the marketing functions and activities of modern businesses, as well as the important changes brought by the internet in terms of the business environment and consumer behaviour upon social and cultural forms and processes. Aims The aim of this module is to provide students with a thorough understanding of the main theories and principles of digital marketing, and to provide practical skills and knowledge in the areas of digital marketing and social media engagement. It will also highlight the necessity and challenges of an integrated approach to digital marketing, traditional marketing and business strategy.

BE530-6-SP ADVANCED MARKETING = MKTG 499t In the current brand-dominated and rapidly globalising world of business and management, saturated by advertisements, critical understanding of

marketing activities and how they affect businesses and individuals is a requirement for a general management and marketing career as well as for civic participation in the contemporary world. This 10 weeks module builds upon students' existing understandings of marketing by considering contemporary issues that are not normally taught and thought about in connection to the marketing management field. Hence, an advanced understanding of marketing in its contemporary setting will be aimed at. Marketing is arguably part of every day life today, and it is embedded in all spheres of society. Besides its normal corporate function of selling products and services to consumers, marketing processes can be observed in wider civil society, such as government, NGOs, charities and social movement. Hence, one can talk about marketing as a discourse, rather than simply as a corporate function. This module will discuss a variety of particular issues that show how marketing can be understood as a discourse in a range of different, contemporary settings. It will introduce its participants to a range of conceptual and theoretical resources to critically examine the marketing discourse of society, and understand how marketing is resisted in a multitude of ways.

SUPPLY CHAIN MANAGEMENT:

BE411-5-SP OPERATIONS AND SUPPLY CHAIN MANAGEMENT = SCMT 2103 This module builds upon the basic understanding of management, and in particular it provides an insight into the management of operations. Operations Management is concerned with how organisations produce goods and/or services. Since the production of goods and/or services is the reason why organisations exist, it is clear that the effective and efficient management of operations is a central concern for all managers, regardless of the size or sector location of their organisation. Managers should be able to create and maintain the necessary conditions for productive work, often in a climate of resource constraints and increasingly in a global context. The Operations Management module aims to engage the students in a critical evaluation of the various models of operations management and an analysis of the range of processes, skills and competencies required for the successful management of operations.