

## **MANAGEMENT AND MARKETING**

The Department of Management and Marketing comprises some 18 full-time members of staff, academic and administrative, and over 2,000 students are currently registered for modules in Management and Marketing at UCC.

The Department is committed to excellence in teaching and research. It pays particular attention to issues of international concern, the influence and impact of new technologies, the relevance of political and macro-economic uncertainties, the strategic management of change, the changing role of human resource issues and the development of the leader/manager as politician, communicator, and strategist. The School has an excellent and growing network of business and academic contacts in Ireland and overseas.

The Department of Management and Marketing is located on the Second Floor of the O'Rahilly Building on the main campus.

# Full Year/Semester 1 and 2 Modules

## Marketing Modules

### **MG4018 Management/Marketing Research Project**

(10 credits; Semester 1 and 2)

This module involves an individual research study undertaken by the student in any area of management and marketing. It requires a relevant literature search and literature review. It may also involve empirical study. This module will be of particular value to students intent on pursuing research studies in management and marketing or those seeking a career in business consultancy.

On successful completion of this module students should be able to:

- Demonstrate an ability to access multiple databases and identify key readings in the literature relevant to the research topic under investigation
- Classify this literature into relevant categories as determined by their underlying concerns and assumptions
- Select for themselves from the above readings such ideas, concepts or theories as are applicable to their chosen topic area
- Analyse their topic using such ideas, concepts or theories
- Synthesise and present the results in unified fashion
- Evaluate the relative merits of the different approaches to the topic under investigation
- Conduct empirical research (if appropriate) which adds to management and marketing and apply the literature to concrete examples thereby contributing to knowledge.

**Assessment: Total Marks 200: Continuous Assessment 200 marks (Individual Essay 7,500 words 150 marks and Individual Presentation 50 marks).**

### **MG4031 Management/Marketing Practice Project**

(10 credits; Semester 1 and 2)

This module aims to apply the marketing skills and techniques that have been acquired earlier in the programme; and develop analytical report writing, project management, time management and presentation skills.

On successful completion of this module, students should be able to:

- Identify and apply the relevant strategic marketing frameworks to specific marketing situations and contexts
- Define a research project
- Devise an appropriate research methodology
- Analyse primary and secondary data
- Devise and implement an appropriate strategy
- Prepare and present an evidence based project.

**Assessment: Total Marks 200: Continuous Assessment 200 marks (Individual progress presentation and interim report (60 marks); Final Report (140 marks)).**

### **MG4032 Creative Design & Innovation**

(10 credits; Semester 1 and 2)

To introduce students to the design dimension within innovation activities of all kinds and develop within them specific design management competences as well as a general design awareness.

On successful completion of this module students should be able to:

- Articulate the full scope and rationale for effective and ethical design practice and design management within organisations and societies.
- Identify exemplars of international design practice, as well as regional and national exemplars, both contemporary and historical.
- Discriminate between design cases where there is more or less appropriate fit between design purpose and corresponding design form, function and associated design semantics.
- Acquire and demonstrate practical knowledge of best design briefing and implementation practice.
- Acquire and demonstrate practical knowledge of how to perform design audits.

**Assessment: Total Continuous Assessment 200 marks (TP1: Solo Project (4,000 words) 100 marks; TP2: Group Project (4,000 words) 100 marks).**

# Management Modules

## **MG4018 Management/Marketing Research Project**

(10 credits; Semester 1 and 2)

This module involves an individual research study undertaken by the student in any area of management and marketing. It requires a relevant literature search and literature review. It may also involve empirical study. This module will be of particular value to students intent on pursuing research studies in management and marketing or those seeking a career in business consultancy.

On successful completion of this module students should be able to:

- Demonstrate an ability to access multiple databases and identify key readings in the literature relevant to the research topic under investigation
- Classify this literature into relevant categories as determined by their underlying concerns and assumptions
- Select for themselves from the above readings such ideas, concepts or theories as are applicable to their chosen topic area
- Analyse their topic using such ideas, concepts or theories
- Synthesise and present the results in unified fashion
- Evaluate the relative merits of the different approaches to the topic under investigation
- Conduct empirical research (if appropriate) which adds to management and marketing and apply the literature to concrete examples thereby contributing to knowledge.

**Assessment: Total Marks 200: Continuous Assessment 200 marks (Individual Essay 7,500 words 150 marks and Individual Presentation 50 marks).**

## **MG4027 Contemporary Issues in Human Resource Management**

(10 credits; Semester 1 and 2)

Positioning the field: current debates in HRM. Examination of the values underpinning different models of the employment relationship.

Critically assess the issues of ethics, instrumentality and agency in different models of people management. Examine different stakeholders' perspectives on changing work practices, e.g. drives for increased workplace flexibility.

On successful completion of this module students should be able to:

- Outline and contribute to current debates in HRM.
- Identify different values/assumptions inherent in different models of the employment relationship.
- Assess models of people management from an ethical standpoint.
- Debate the effects of changing work practices on multiple stakeholders.

**Assessment: Total marks 200: End of Year Written Examination 100 marks; Continuous assessment 100 marks (Individual paper/case study approx. 5,000 words).**

## **MG4436 Leadership, Strategy and Change**

(10 credits; Semester 1 and 2)

This module explores the experience of business leaders in Ireland and overseas against the received wisdoms from business theory and practice. It will assess the relationship between leadership skills and abilities, and the challenges organisations face as they deal with internal and external pressures for change.

On successful completion of this module students should be able to:

- Exhibit the skills necessary as an organisational leader to assess, plan and implement organisational change under conditions of uncertainty and complexity.
- Evaluate the contextual context for change and indicate how this influences the strategy formation process.
- Identify possible interventions for a variety of change scenarios.
- Interpret the difficulties associated with implementation efforts and recommend approaches towards minimising these.

**Assessment: Total Marks 200: Continuous Assessment 200 marks (Group Report 100 marks; Group Presentation 60 marks and & Individual Learning Logs 40 marks).**

# Autumn Semester 1 Modules

## Marketing Modules

### **MG2200 Early Start Management and Marketing (Non-EU students only)**

(10 credits; August-September)

The Early Start programme is a four-week specialised pre-session international management and marketing course running through mid-August to mid-September. During this time, visiting students are introduced to the fundamental concepts and practice of management and marketing both globally and within the European Union. The modules provide a comprehensive introduction to management and marketing through the delivery of sessions by lecturers from the Department of Management & Marketing, UCC, invited guest speakers, seminars and field trips to national and international businesses based in Ireland related to:

- Understanding the impact of the EU
- The small business sector and entrepreneurship
- Marketing and management strategy
- Supply chain management
- International approaches to marketing

During this time, visiting students are also introduced to Ireland's history, culture, civilization and environment. This programme allows students to comfortably settle into their new surroundings before the academic year begins and earn ten credits toward their total course load.

### **MG1003 Introduction to Marketing**

(5 credits; Semester 1)

Introduction to the marketing concept; the history of marketing; the role of the marketing manager; the marketing mix.

On successful completion of this module students should be able to:

- To recognise and analyse the determinants of marketing strategies in an Irish and International context
- Demonstrate critical thinking
- Critically evaluate what marketing practitioners actually do and the decisions they make
- Relate marketing concepts/theories to actual practice in different companies.
- Reflect on his/her own behaviour as a consumer.

**Assessment: Total Marks 100: End of Year Written Examination 100 marks.**

**Students are encouraged to attend all sessions and take very careful (word-for-word) notes, as it is likely that the exam will take the form of an MCQ paper.**

### **MG2902 Market Research**

**(5 credits; Semester 1)**

This module will focus on the role of marketing research in management decision making; problem definition and creating a research design; data preparation, acquisition and analysis; marketing research in practice.

On successful completion of this module students should be able to:

- Outline the main marketing research concepts, tools and techniques
- Discuss the advantages and disadvantages of various quantitative and qualitative marketing research methods in providing information for managerial decision-making
- Assess critically whether a particular marketing research plan is suitable for procuring, analysing and interpreting the required data and meeting its overall objectives
- Identify a research problem and design a suitable marketing research plan for collecting, analysing, interpreting and presenting the information needed for making appropriate marketing decisions
- Criticise and re-interpret the meaning of statistical data analyses and representations
- Implement the theories into practice by conducting their own marketing research project.

**Assessment: Total Marks 100: Total Marks 100: Formal Written Examination 50 marks (MCQ); Continuous Assessment 50 marks (Group Project (approx. 4,000 words), a group diary must be kept to record each group member's contribution to the project).**

### **MG2202 International Management and Marketing (Non-EU students only)**

**(10 credits; Semester 1) September to December**

This module introduces students to management and marketing theory and practice over the twelve week semester period. This programme is designed for students who do not avail of the early start semester. Over the course of twelve weeks, this module provides students with an insight into concepts and strategies of Management and Marketing in the EU, as well as the different cultural and business practices across the globe.

The modules provide a comprehensive introduction to management and marketing through the delivery of sessions by lecturers from the Department of Management & Marketing, UCC, invited guest speakers, seminars and field trips to national and international businesses based in Ireland related to:

- Understanding the impact of the EU
- The small business sector and entrepreneurship
- Marketing and management strategy
- Supply chain management
- International approaches to marketing

### **MG3013 Marketing Communications and Social Media Marketing**

(5 credits; Semester 1)

To consider the theoretical frameworks, uses and applications of marketing communications and social media marketing strategies in contemporary marketing practice. To appraise and develop contemporary integrated marketing communication and social media marketing strategies in a constantly evolving market place.

On successful completion of this module, students should be able to:

- Explain, critique and apply the evolving role of marketing communications and social media marketing within the firm.
- Discuss the important theories, concepts and processes involved in developing, managing and implementing integrated marketing communications and social media marketing strategies
- Evaluate and critique diverse integrated marketing communication and social media marketing strategies across a wide range of business sectors.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

### **MG4032 Creative Design & Innovation**

(5 credits; Semester 1)

To introduce students to the design dimension within innovation activities of all kinds and develop within them specific design management competences as well as a general design awareness.

On successful completion of this module students should be able to:

- Articulate the full scope and rationale for effective and ethical design practice and design management within organisations and societies.
- Identify exemplars of international design practice, as well as regional and national exemplars, both contemporary and historical.
- Discriminate between design cases where there is more or less appropriate fit between design purpose and corresponding design form, function and associated design semantics.

- Acquire and demonstrate practical knowledge of best design briefing and implementation practice.
- Acquire and demonstrate practical knowledge of how to perform design audits.

**Assessment: Total Continuous Assessment 100 marks (TP1: Solo Project (4,000 words) 100 marks.**

### **MG4040 Relationship Marketing**

(5 credits; Semester 1)

To examine, critique and apply the main concepts, tools and techniques relevant to business networks and relationship marketing

On successful completion of this module, students should be able to:

- Appreciate the fundamentals of marketing in a business-to-business context
- Develop and apply relational and network based decision models to organisations
- Demonstrate an appreciation for the business imperative to shift from transaction-based to relationship based
- marketing
- Analyse the interrelationships among customer expectations, customer satisfaction, and customer loyalty
- Obtain the knowledge and skills to manage inter-organisational relationships.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

### **MG4043 International Marketing Environment**

(5 credits; Semester 1)

To examine the impact of economic, cultural, political, legal and other environmental influences on international marketing.

On successful completion of this module, students should be able to:

- Identify the issues of an international marketing environment
- Critically evaluate theories relating to international marketing
- Recognise and analyse the marketing issues faced in particular geographic regions
- To understand how political environment and stability influence international marketing
- To comprehend the social and moral responsibility of the international marketer
- To recognise the value and evolution of important multinational market groups.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Individual project, approx. 1,500 words).**

## **MG4044 Current Issues in Marketing**

(5 credits; Semester 1)

To examine current issues in marketing theory and practice.

On successful completion of this module, students should be able to:

- Recognise how marketing theory has developed in context and how it affects contemporary marketing practice
- Describe and evaluate new marketing practices
- Apply these new marketing practices in a chosen context.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Group Project Report (approx 3,500-4,000 words) 60 marks; Individual Essay (approx 1,500 words) 50 marks).**

# Management Modules

## MG1000 Foundations of Management & Organisational Behaviour

(5 credits; Semester 1)

Introduction to the history and development of management thought, organizational forms and business practice.

- On successful completion of this module students should be able to:
- Describe the history and evolution of key management concepts.
- Recognise how management theory developed in context and how it affects contemporary management practice.
- Critically evaluate how ideas about management influence the way individuals think and act in organisations.
- Differentiate between the concepts and practices of management and leadership.
- Analyse organizational design and power structures.
- Discuss organizational culture, learning and knowing.
- Demonstrate communication and technology skills.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

## MG1004 Introduction to Management and Organisation

(5 credits; Semester 1)

Topics include: the history and evolution of management thought and practice, organisation structure and design, managerial roles and functions, managing in the context of current business problems and opportunities.

On successful completion of this module students should be able to:

- Outline the historic context of the evolving management role in society.
- Delineate the framework for the historic development of the modern business organisation.
- Give an account of the key legal concepts in the development of the business managers function.
- Discuss the relationship between the individual and the organisation.
- Comprehend the nature of authority and power within the organisation.
- Relate the nature of the postmodern business organisation to its role in democratic society.

**Assessment: Total Marks 100: Formal Written Examination 70 marks; Continuous Assessment 30 marks (1 essay (3,000 words)).**

## **MG2202 International Management and Marketing (Non-EU students only)**

(10 credits; Semester 1) September to December

This module introduces students to management and marketing theory and practice over the twelve week semester period. This programme is designed for students who do not avail of the early start semester. Over the course of twelve weeks, this module provides students with an insight into concepts and strategies of Management and Marketing in the EU, as well as the different cultural and business practices across the globe.

The modules provide a comprehensive introduction to management and marketing through the delivery of sessions by lecturers from the Department of Management & Marketing, UCC, invited guest speakers, seminars and field trips to national and international businesses based in Ireland related to:

- Understanding the impact of the EU
- The small business sector and entrepreneurship
- Marketing and management strategy
- Supply chain management
- International approaches to marketing

## **MG3012 Enterprise and Innovation**

(5 credits; Semester 1)

Topics include: entrepreneurial characteristics, entrepreneurial models, technology and innovation, models of venture creation, creativity, industrial evolution and discontinuous shifts, innovation processes, portfolio management, venture planning and implementation, technology commercialisation.

On successful completion of this module students should be able to:

- Examine the role and importance of innovation in society.
- Discuss the common driving forces and sources of business innovation.
- Identify the key issues involved in the processes of creativity, innovation and commercialisation.
- Evaluate effective intellectual property strategies for technology based businesses.
- Critique an organisation's research and development portfolio.
- Critically assess the decisions underpinning an organisation's innovation process.

**Assessment: Total Marks 100: End of Year Written Examination 100 marks.**

## MG3018 Human Resource Management & Development

(5 credits; Semester 1)

This module assesses the contribution of people management strategies and practices to organisational performance and national competitiveness with particular reference to the knowledge economy.

On successful completion of this module students should be able to:

- Identify the current sources of competitiveness data.
- Understand the link between HRM and competitiveness.
- Assess the argument that certain HRM practices are associated with increased performance and competitiveness.
- Discuss how a knowledge based perspective on the economy influences competitiveness strategies.
- Identify and discuss the role of the human resource management function in a knowledge economy.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (4 x Individual Case Study Assessment, approx. 1,500 word each, 25 marks each).**

## MG3019 Business Ethics

(5 credits; Semester 1)

Introduction to ethical theory as a basis for approaching business ethics. To give an insight into the ethical issues that business decision-makers face in developing and implementing policies about employees, customers and the general public. Experience of ethical dilemmas through case studies, role-playing and discussion.

On successful completion of this module students should be able to:

- Apply the primary ethical theories (utilitarianism, deontological theory, rights theory, virtue ethics, theories of justice, etc.) to specific ethical dilemmas in business.
- Critique each of the ethical theories, demonstrating a comprehensive understanding of the foundations and evolution of each theory.
- Compare and contrast the economic, legal and moral points of view in business decision-making.
- Describe the different ethical perspectives on (a) the role of managers and (b) the market.
- Critique, from an ethical-informed perspective, common organizational forms and practices such as rules, bureaucracy.

- Demonstrate comprehensive knowledge of a specified issue in the field of business ethics.
- Demonstrate enhanced research skills.

**Assessment: Total Marks 100: End of Year Written Examination 100 marks.**

### **MG3101 Organisational Development and Change**

(5 credits; Semester 1)

Organisations and organisational theory, bureaucracies, scientific management and theories of administration. Culture, structure and decision making processes of organisations in the voluntary and public sectors. Managing self: time planning and time management. Managing others: people and work, recruitment, selection, induction, supervision. Management of organisations: role of managers, teamwork, development and planning. Management of voluntary organisations.

On successful completion of this module students should be able to:

Recognise how management theory developed in context and how it affects contemporary management practice.

Outline and discuss the role of management and leadership.

Explain the concepts of and role of change and organizational development.

Discuss the challenges and opportunities facing the voluntary and community sector and the implications for change and development.

Discuss the influence of and role of leadership, organisational structure and culture on organisational development and change and its management.

Identify the key aspects of people management impacting on change management such as human resource development initiatives and communication.

Describe and discuss the nature, models, processes and systems for managing change.

Describe and discuss the strategies for *managing* change and organisational development.

Demonstrate management skills of analyses, critical thinking, communication & team work.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Group Presentation (30 marks); Individual Report (70 marks)).**

### **MG4004 Project Management**

(5 credits; Semester 1)

Introduce students to the principles, issues and techniques of project management.

On successful completion of this module, students should be able to

- Examine contemporary thinking in Project Management.

- Analyse and discuss the Project Management function and associated activities within the organization.
- Discuss project planning methods to effectively prepare an organisational project.
- Analyse project risk.
- Critique operations and project management tools relative to the challenges of the business environment.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Group Project with Presentation 70 marks; Individual Learning Diary 30 marks).**

### **MG4027 Contemporary Issues in Human Resource Management**

(5 credits; Semester 1)

Positioning the field: current debates in HRM. Examination of the values underpinning different models of the employment relationship.

Critically assess the issues of ethics, instrumentality and agency in different models of people management. Examine different stakeholders' perspectives on changing work practices, e.g. drives for increased workplace flexibility.

On successful completion of this module students should be able to:

- Outline and contribute to current debates in HRM.
- Identify different values/assumptions inherent in different models of the employment relationship.
- Assess models of people management from an ethical standpoint.
- Debate the effects of changing work practices on multiple stakeholders.

**Assessment: Total marks 100: Continuous assessment 100 marks (Paper/case studies).**

### **MG4033 Entrepreneurship Practice and Opportunity Recognition**

(5 credits; Semester 1)

This module will utilise small business cases and draw on the experience of Irish entrepreneurs. It will also provide students with the opportunity to explore entrepreneurial practice and behaviour.

On successful completion of this module students should be able to:

- Examine the role and importance of entrepreneurship in society.
- Discuss the common driving forces and special characteristics of entrepreneurs.
- Identify and evaluate the key issues involved in opportunity recognition and enterprise creation.
- Apply theory to critique entrepreneurial in society

- Generate commercially attractive ideas and concepts.

**Assessment: Total 100 Marks: Continuous Assessment 100 marks (Individual Case Study; (approx. 2,000 words) 70 marks; In-class assessment 30 marks).**

### **MG4036 Strategic Management**

(5 credits; Semester 1)

**Pre-Requisite:** Foundation module in Management/Marketing or equivalent required. See Book of Modules.

To develop expertise in applying the methods, principles and processes of strategic analysis and strategy implementation to current business issues experienced by firms competing in today's turbulent environment.

On successful completion of this module students should be able to

- Discuss the major theories of strategic management.
- Apply the principal frameworks and concepts to case-based problems and recommend and present solutions.
- Display and evaluate key management practices.
- Challenge the dominant paradigms in strategic thinking.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

### **MG4039 Family Entrepreneurship**

(5 credits; Semester 1)

This module considers and evaluates the role of the family in starting, developing, growing and sustaining a business focusing on the entrepreneurial mindset of families

On successful completion of this module, students should be able to: · Evaluate the family as a resource in starting a business for entrepreneurs and owner managed firms · Explore the cultural impact of enterprising families · Assess the advantages and disadvantages of managing a business with family · Consider the role of the next generation in the business and how to prepare the next generation to succeed · Apply conceptual frameworks to analyse family business cases.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

## **MG4436 Leadership, Strategy and Change**

(5 credits; Semester 1)

This module explores the experience of business leaders in Ireland and overseas against the received wisdoms from business theory and practice. It will assess the relationship between leadership skills and abilities, and the challenges organisations face as they deal with internal and external pressures for change.

On successful completion of this module students should be able to:

- Exhibit the skills necessary as an organisational leader to assess, plan and implement organisational change under conditions of uncertainty and complexity.
- Evaluate the contextual context for change and indicate how this influences the strategy formation process.
- Identify possible interventions for a variety of change scenarios.
- Interpret the difficulties associated with implementation efforts and recommend approaches towards minimising these.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Interim Presentation 10 marks; Final Presentation 20 marks and Group Project Report 70 marks).**

**Students departing from UCC at the end of Semester 1 should check with the School of Management and Marketing regarding an assessment for this module.**

# Spring Semester 2 Modules

## Marketing Modules

### **MG1002 Foundations of Marketing**

(5 credits; Semester 2)

Topics include: Introduction to the marketing concept; the history of marketing; the role of the marketing manager; the marketing mix

On successful completion of this module students should be able to:

- Explain the importance of a marketing orientation and customer focus
- Describe the process involved in targeting and positioning of a variety of products and services
- Explain the differences between consumer and organisational buyer behaviour
- Explain the key requirements for an effective marketing strategy in a competitive market
- Explain the role of marketing research.

**Assessment: Total Marks 100: Total Marks 100: Formal Written Examination 100 marks.**

### **MG2003 Consumer Behaviour**

(5 credits; Semester 2)

Exploration of the factors that shape consumption choices, including personal factors, such as motivation, attitudes, and the individual's sense of self, the culture in which we live and the social groups we belong to. The module also examines some of the many implications for marketers that arise from the study of consumer behaviour.

On successful completion of this module, students should be able to:

- Explain how consumer behaviour is shaped by personal factors including personal attitudes, motivation and self-concept
- Explain how the culture in which we live and the social groups we belong to act as important influences on consumer behaviour
- Explain consumer decision-making processes and their implications for marketers
- Explain how consumer attitudes develop and change and what implications this has for marketing communications
- Carry out in-depth interviews with individual consumers to explore the link between self-concept and consumer behaviour.

**Assessment: Total Marks 100: End of Year Written Examination 70 marks; Continuous Assessment 30 marks (Group Project 4,000 words). Group Project must include a Project Diary listing tasks performed by each group member as agreed by the group).**

**MG2201 International Management and Marketing (Non EU students only)**  
(10 credits; Semester 2) January to April

This module introduces students to management and marketing theory and practice over the twelve week semester period. This programme is designed for students who do not avail of the early start semester. Over the course of twelve weeks, this module provides students with an insight into concepts and strategies of Management and Marketing in the EU, as well as the different cultural and business practices across the globe.

The modules provide a comprehensive introduction to management and marketing through the delivery of sessions by lecturers from the Department of Management & Marketing, UCC, invited guest speakers, seminars and field trips to national and international businesses based in Ireland related to:

- Understanding the impact of the EU
- The small business sector and entrepreneurship
- Marketing and management strategy
- Supply chain management
- International approaches to marketing

**MG3014 Applied Marketing Communications and Social Media Marketing**  
(5 credits; Semester 2)

To appraise, develop and apply integrated marketing communication and social media marketing skills in a practical context. A core focus of the module will be to design and outline an integrated marketing communications and social media marketing plan for a selected brand or company.

On successful completion of this module students should be able to

- Develop and apply appropriate integrated marketing communications and social media strategies and tactics for a selected brand or company
- Critically appraise the evolving and ever increasing influence and applications of contemporary marketing
- communications and social media marketing
- Effectively and appropriately apply contemporary social media marketing tools.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Group Project: Group Report 100 marks)**

## **MG4035 Strategic Marketing**

(5 credits; Semester 2)

**Pre-Requisite:** Foundation module in Management/Marketing or equivalent required. See Book of Modules.

To develop expertise in applying the methods, principles and processes of strategic analysis and strategy implementation to current business issues experienced by firms competing in today's turbulent environment.

On successful completion of this module students should be able to

- Discuss the major theories of strategic marketing.
- Apply the principal frameworks and concepts to case-based problems and recommend and present solutions.
- Display and evaluate key management practices.
- Challenge the dominant paradigms in strategic thinking.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

## **MG4042 International Marketing Strategy**

(5 credits; Semester 2)

To consider the application of the principles of marketing in an international context.

On successful completion of this module, students should be able to:

- Identify the issues of international marketing strategy.
- Assess the attractiveness of international markets
- Determine the mode of entry into a market, the degree of commitment required and the associated levels of risk
- Understand the basic principles, objectives and problems in developing an international marketing mix.

**Assessment: Total Marks 100: Formal Written Examination 100 marks**

## **MG4045 Marketing and Society**

(5 credits; Semester 2)

To examine the relationship between marketing and society

On successful completion of this module, students should be able to:

- Explain the concepts of societal marketing, marketing ethics, and environmental marketing
- Discuss the challenges and opportunities facing marketers in the current environment and the implications for change and development
- Apply these new marketing practices in a chosen context.

**Assessment: Total Marks 100: Formal Written Examination 100 marks.**

# Management Modules

## MG1010 Public and Private Management

(5 credits; Semester 2)

Similarities and differences between the private and public sector; the role of the manager in the changing environment of the new public management; the strategic management initiative.

On successful completion of this module students should be able to:

- Contrast managing in governmental and market contexts.
- Recognise managerial consequences of new public management.
- Identify the influence of organizational structure and culture on the management of public and private organisations
- Assess developmental approaches to the management of change in public and private organisations.
- Recognise and assess the role of assumptions in the management of public and private environments.

**Assessment: Total Marks 100: Formal Written Examination 70 marks; Continuous Assessment 30 marks (1 x Case Study (c. 3,000 words) 30 marks).**

## MG2004 Management and Planning of Public Health Systems

(5 credits; Semester 2)

Universalist and sector-specific approaches to management and planning; Management and planning in the context of the health services model; Human resource development; Physical resource management and planning; Financial resource management and planning; The Planning Cycle. Comparative health systems analysis; the role of public health; district health systems; the primary health care approach; decentralisation; community participation; inter-sectoral collaboration; monitoring and evaluation; information systems.

On successful completion of this module students should be able to:

- Differentiate between the role and functions of management and leadership in the management and planning of public health systems
- Identify and discuss the influence of external and internal contextual factors of concern to those responsible for the management & planning of public health systems.
- Analyse organization design and structures and discuss the influence of organizational structure on the management of organizations
- Analyse organization culture and discuss the influence of culture on the management of

organisations

- Discuss the role of activities performed by and value of the human resource management function for public health systems management and planning.
- Evaluate the importance of the individual's contribution to public health systems and the factors affecting individual behaviour and performance such as motivation & team dynamics.
- Recognise good practice in the areas of team working & motivation.
- Demonstrate management skills of analyses, critical thinking, communication, teamwork, interviewing & presentation.

**Total Marks 100: Formal Written Examination 60 marks (End of Year Written Examination); Continuous Assessment (40 marks) Group assignment (25 marks); Presentation (15 marks)**

### **MG2005 International Management and Organisation**

(5 credits; Semester 2)

**Pre-requisite:** Proficiency in at least one of the following languages: French, German, Irish, Italian, Spanish

Topics include: Irish SMEs and MNCs competing in a European and Global context, operating across national and international boundaries.

On successful completion of this module students should be able to:

- Define the essential elements of the globalised business environment.
- Give an account of the history and effects of the main international trade agreements
- Discuss the implications and effects of corporate industry
- Explain the legal constructs underpinning international business
- Express the key characteristics of international trade
- Explain the development of the global regime in trade monopolies and industrial property

**Assessment: Total Marks 100: End of Year Written Examination 70 marks; Continuous Assessment 30 marks (2,000 word essay).**

### **MG2007 Enterprise, Planning and Processes**

(5 credits; Semester 2)

To provide students with insights into the processes by which enterprises operate and how they adapt to their external environment to remain sustainable and grow.

On successful completion of this module students should be able to:

- Examine the role of enterprise in society.
- Describe key concepts, theories and processes of enterprise operations.
- Evaluate the impact of the environmental context on enterprise practice.
- Discuss the impact of innovation and change on enterprise operations.
- Design a feasibility study for an innovative venture.
- Assess the forces influencing management decisions regarding enterprise trajectory.

**Assessment: Total Marks 100: End of Year Written Examination 100 marks**

### **MG2201S International Management and Marketing (Non EU students only)**

(10 credits; Semester 2) January to April

This module introduces students to management and marketing theory and practice over the twelve week semester period. This programme is designed for students who do not avail of the early start semester. Over the course of twelve weeks, this module provides students with an insight into concepts and strategies of Management and Marketing in the EU, as well as the different cultural and business practices across the globe.

The modules provide a comprehensive introduction to management and marketing through the delivery of sessions by lecturers from the Department of Management & Marketing, UCC, invited guest speakers, seminars and field trips to national and international businesses based in Ireland related to:

- Understanding the impact of the EU
- The small business sector and entrepreneurship
- Marketing and management strategy
- Supply chain management
- International approaches to marketing

### **MG4034 Entrepreneurial Business Start-Ups**

(5 credits; Semester 2)

This module will utilise small business cases and draw on the experience of Irish entrepreneurs. It will also provide students with the opportunity to apply their learning in a business start-up context and experience entrepreneurial behaviour.

On successful completion of this module students should be able to:

- Identify and evaluate the key issues involved in enterprise creation.
- Apply effective intellectual property rights solutions for business proposals.
- Evaluate and analyse the strengths and weaknesses of a business plan.
- Formulate a complete business plan based on an original idea.

- Critically assess the commercial viability of setting up a business.

**Assessment: Total 100 Marks: Continuous Assessment 100 marks Group Business Plan; (approx. 5,000 words) 70 marks; Project Presentation 30 marks).**

### **MG4037 Operations Management**

(5 credits; Semester 2)

Examine, critique and apply the main elements of Operations and the Supply Chain.

On successful completion of this module, students should be able to

- Examine contemporary thinking in Operations Management.
- Analyse and discuss the Operations Management function and associated activities within the organization.
- Evaluate best practice production operations layouts.
- Appreciate importance of Supply Chain integration.
- Critique operations and project management tools relative to the challenges of the business environment.

**Total Marks 100: Formal Written Examination 50 marks; Continuous Assessment (50 marks) Group Project with presentation, (50 marks).**

### **MG4038 Ownership, Management and Governance of Family Businesses**

(5 credits; Semester 2)

This module will cover key areas, including the family business, family culture, professionalisation of family businesses, ownership issues and governance of family businesses

On successful completion of this module, students should be able to: ·

- Strengthen awareness of the significance, diversity and complexity of family businesses
- Evaluate critical issues such as governance, ownership, succession, communication and advising to family firms
- Develop understanding of the distinctive advantages and unique challenges facing family businesses
- Discuss how family firms can minimize their inherent weakness and leverage their strengths
- Develop an understanding of different perspectives of the various stakeholders in family firms and develop strategic solutions to improve family business performance
- Apply business skills to address issues or problems facing existing family businesses ·

- Have an opportunity to pursue some of your own interests and ideas through a case study on an actual family firm.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Group Project: Group Project Presentation 30 marks, Individual Report (approx. 5,000 words) 70 marks).**

### **MG4041 Business Networks**

(5 credits; Semester 2)

To examine, critique and apply the main concepts, tools and techniques relevant to business networks and industrial marketing.

On successful completion of this module, students should be able to:

- Develop and apply network based decision models to organisations
- Critically evaluate what marketing practitioners do and the decisions they have to make in the field of industrial marketing.
- Demonstrate a knowledge of the social and structural characteristics of networks
- Critically evaluate network and relationship positions of organisations/industries
- Appreciate the fundamentals of a firm's inter-departmental interdependencies.

**Assessment: Total Marks 100: Continuous Assessment 100 marks (Individual Project (approx. 3,000 words)).**