



**UNIVERSITY OF  
LIMERICK**  
OLLSCOIL LUIMNIGH

**Kemmy  
Business  
School**

**LM050**

**Bachelor of Business Studies**

**Bachelor of Business Studies with  
a language.**

**Minor Option Booklet**

**2020/21**

# MINOR OPTION BOOKLET

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## MINOR OPTIONS

### Introduction

#### 1. LM050 BBS Students

In Year 3, LM050 BBS students also take a minor option which consists of one module per semester over the final two years of the programme. The following is a list of 10 Minor Options that will be offered:

1. Business Informatics
2. Business Research Methods and Final Year Project \*
3. Globalisation – An Economic Perspective
4. Entrepreneurship
5. Financial Services
6. Law
7. Management
8. Organisational Psychology
9. Sociology
10. Supply Chain Management

#### 2. LM052 BBS with French : LM053 BBS with German : LM055 BBS with Japanese

Students taking BBS with a Modern Language may take the 'Business Research Methods and Final Year Project' minor option in place of 3 core modules in semesters 5, 7 and 8.

**Note:** A minimum number of students (normally 15) will be required to register in order to run each of the minor options.

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The content of each minor option are presented next.

## 1 Business Informatics Minor Option

With the ubiquity of information systems in modern businesses there is a need for business students to be able to understand the impact of such systems on how business is conducted as well as possessing an analytical framework through which to examine new technologies and systems for their potential to provide an organization with competitive advantage. This minor option is not concerned with the technical infrastructure of business hardware and software. Rather, the minor option will concentrate on the information needs of modern organizations. Business software will be used to demonstrate its ability to enable value-adding activities (in other major functional areas: accounting, marketing, human resources) for the firm to be completed effectively and efficiently.

The three modules that comprise the minor option will progress from considering how data is manipulated for organizational decision making *Data & Decision-Making in Organizations* to an examination of how the systems that enable this can also alter work patterns, organizational routines and structures, as well as market efficiency *Social & Economic Perspectives of Information Management*, while, in the third module *Strategy and Knowledge Management*, the ability of firms to manage knowledge as an organizational resource capable of competitive advantage is examined. These issues will be examined from particular theoretical perspectives it is vital for students to be able to engage fully with relevant software packages so as gain an understanding of their capabilities. Laboratory time, with students working on business software is seen as critical. This practical grounding will provide students with practical and marketable skills and also provide a necessary understanding so that the relevant theories can be grasped and related to specific business systems.

The learning outcomes include the ability to use business software packages, to analyse the likely effects of new technologies and business software on markets, functional areas, organizational processes and work patterns, and provides an understanding of how business systems and knowledge can be managed as organizational resources to provide competitive strategic advantage.

The module sequence is as follows:

MI4305	<b>Semester 5</b> Data and Decision-Making in Organisations	CO4320	<b>Semester 6</b> Cooperative Education
MI4407	<b>Semester 7</b> Social and Economic Perspectives of Information Management	MI4408	<b>Semester 8</b> Strategy and Knowledge Management

## 2. Business Research Methods and Final Year Project Minor Option \*

*Do you want to finish your undergraduate degree by completing an independent project – on a topic of your choice – that could help you to stand out from the crowd on the job market? If so, this minor option may be for you.* The FYP Minor Option gives you an opportunity to work on an independent piece of research, supported by a member of faculty, in an area of business studies of your choice. In the first module, *Business Research Methodology*, students will be introduced to the research process and a range of quantitative and qualitative methods for collecting and analysing data. Students will then write a research proposal and be matched with a Faculty Supervisor who will support them through the process. Self-directed learning will be the dominant delivery method during the final two modules, *Final Year Project I and II*. Students will present their work at various stages throughout the process.

**Learning Outcomes:** On completion of this Minor Option, students should be able to identify a question that needs answering or a problem that needs solving, determine the appropriate research method for dealing with the question/problem, and write a research proposal that justifies and defends the area of study and the methodological approach to be taken. They should also be able to collect and analyse data using a range of quantitative and qualitative techniques. This will be complemented by an understanding of the philosophical, ethical and practical implications of the various research approaches. Students should be able to demonstrate that they have in-depth knowledge of a specific area of business as well as the research method used in their Final Year Project. They should be able to manage an independent project over several months and present research in a coherent, literate report. They should also be able to identify clear implications of their research for managers, policy makers, business academics and other relevant stakeholders. Also developed through this minor option are skills in: time and project management; critical writing; oral presentation; and upward management.

The module sequence is as follows:-

BS4405	<b>Semester 5</b> Business Research Methodology	CO4320	<b>Semester 6</b> Cooperative Education
BS4407	<b>Semester 7</b> Final Year Project I	BS4408	<b>Semester 8</b> Final Year Project II

\* *Note: Students on the BBS with Languages may take this minor option as an alternative to three core modules in semesters 5, 7 and 8.*

### 3 Globalisation – An Economic Perspective

The minor option entitled “**Globalisation – An Economic Perspective**” is aimed at informing students on contemporary issues relating to the global economy. The three proposed modules are centred around the key areas of natural resources, expansion and developments related to the European Union, global issues such as poverty and inequality, and the role and operations of the International Monetary Fund and the World Bank.

The module sequence is as follows:

EC4045	<b>Semester 5</b> Economics of Natural Resources	CO4320	<b>Semester 6</b> Cooperative Education
EC4027	<b>Semester 7</b> The European Economy	EC4108	<b>Semester 8</b> Contemporary Issues in the Global Economy

#### 4 Entrepreneurship Minor Option

Are you interested in starting your own business and joining one of the over 250,000 successful entrepreneurs in Ireland – if so consider the Entrepreneurship minor option? The Entrepreneurship minor option provides students with the opportunity to learn and practice entrepreneurship in a real environment. It offers a thorough and practical understanding of the issues involved in both starting a business and fostering innovation in an existing business and will raise students’ awareness of self-employment as a viable and increasingly more important career option.

**New Enterprise Creation:** This module will expose students to the process of entrepreneurship and more specifically to the process of opportunity recognition, the elements of business planning and provides hands-on experience in the creation and development of a new business enterprise. Students will apply the knowledge they learn in the classroom to real-world business opportunities and subsequently will develop a more entrepreneurial mindset.

**Enterprise Management and Growth:** This module will provide students with a strong theoretical knowledge of the challenges of managing a new and growing enterprise with an international perspective and will develop their skills and competencies to apply and integrate this knowledge to the realities of small enterprises.

**Business Consulting:** Small and medium sized enterprises are constantly evolving and seeking new opportunities to expand and develop their existing businesses which requires external expertise and advice. This advice can range from guidance on new market and product development to overall strategy development, implementation and evaluation; how to develop growth strategies; and to gain objective and expert advice on how they can implement change in their firm successfully. This module will introduce students to the principles and processes of management consultancy and provide them with the opportunity to adopt the role of a professional management consultant, to apply experiential knowledge and concepts learned in the classroom to real-life business situations.

The module sequence is as follows:

EP4005	<b>Semester 5</b> New Enterprise Creation	CO4320	<b>Semester 6</b> Cooperative Education
EP4007	<b>Semester 7</b> Enterprise Management and Growth	EP4008	<b>Semester 8</b> Business Consulting

## 5 Financial Services Minor Option

For students choosing a minor in Financial Services, three main skill-sets are emphasised. These are an understanding of financial institutions and the regulatory environments in which they operate; valuation and investment selection techniques for financial assets, and empirical finance. The minor option builds on the foundation laid down in the first four semesters, particularly the introductory module in Finance in the third semester.

Careful consideration has been given to the order in which new material is introduced. The first module, *Financial Institutions and Markets*, builds on the valuation techniques and basic knowledge of share valuation acquired in the core module, Finance. It goes on to give the students a detailed understanding of financial markets and the regulatory and competitive environment in which financial institutions operate. In particular, risk management, ethics, international aspects and regulatory challenges of the banking industry are dealt with in detail. The mechanics of share and other markets are explained, and swap and forward contracts are covered in some detail. The second module, *Investments: Analysis and Management*, takes the valuation and selection of investments further, introduces the main pricing models and deals in more detail with portfolio selection, as well as covering option valuation and the impact of investor sentiment. The final module, *Empirical Finance* is essentially a skills acquisition module. It builds further on the students' understanding of capital markets and gives them a foundational training in the science of empirical finance. This prepares graduates for research programmes in Finance or Financial Services or to pursue a research-based career track in the financial services industry.

The module sequence is as follows:

FI4407	<b>Semester 5</b> Financial Institutions and Markets	CO4320	<b>Semester 6</b> Cooperative Education
FI4007	<b>Semester 7</b> Investments: Analysis and Management	FI4008	<b>Semester 8</b> Empirical Finance



## 6 Law Minor Option

The world of business is in large measure shaped by the law. A range of legal rules governs the everyday functioning of business. Amongst other things law extensively regulates the operation of the free market (via competition law), the formation of business associations (companies and partnerships), the making of commercial agreements (contracts), the marketing of products and services and the employment of staff. The modern businessperson must be equipped with knowledge of the relevant legal rules in order to operate effectively in the commercial world. The law minor option (*Commercial Law* and *Contract Law 1 & 2*), in conjunction with the law modules that form part of the BBS core (Legal Environment of Business and Company and Partnership Law), is designed to provide this essential knowledge base. At the same time law is a challenging and rigorous discipline, the study of which imparts key intellectual skills that are relevant to the business world. These include the ability to evaluate information, to identify what is relevant, to see both sides of the argument and to make decisions.

The module sequence is as follows:

LA4022	<b>Semester 5</b> Commercial Law	CO4320	<b>Semester 6</b> Co-operative Education
LA4111	<b>Semester 7</b> Contract Law 1	LA4122	<b>Semester 8</b> Contract Law 2

## 7 Management Minor Option

In this option three management modules are focussed on performance and relevance to the world of business based on feedback over recent years from students, industry and leading management academics. Due weight is given to process, context and content issues, in order to understand and drive management outcomes. The Management minor option is designed to integrate with any major option and not to duplicate Management cores.

The learning objectives focus on the development of practical management skill sets to enable students to quickly add value to management challenges in organisations. Students are encouraged to think, comprehend and understand how organisations are managed as open systems and are exposed to management paradigms, communities of knowledge and value generation.

The first module on *Change Management* explores/introduces contextual change analysis and a range of management interventions to reinforce change as a source of competitive success. This is followed by a module entitled *Project Management Theory and Practice* which will give students the necessary competencies required to apply change within organisations through the effective use of Project Management approaches, principles, tools and techniques in line with organisational goals and strategies. The final module on *Management and Strategy Consulting* focuses on real-time current case studies and informative concepts in contemporary management. This innovative module will relate to events as they happen in the world of management and incorporate action learning and simulation techniques.

The learning outcomes throughout these modules are the development of value added management skill sets and best thinking approaches to enable students to bring an action orientation to management scenarios in both private and public sectors.

The module sequence is as follows:

MG4045	<b>Semester 5</b> Change Management	CO4320	<b>Semester 6</b> Cooperative Education
MN4007	<b>Semester 7</b> Project Management Theory and Practice	MG4058	<b>Semester 8</b> Management Consulting

## 8 Organisational Psychology Minor Option

Organisational psychology is an *applied* field of psychology which seeks to understand why and how individuals work. Some of the useful benefits and applications of organisational psychology include: talent management; leadership coaching; selection and assessment; organizational development and change; quality of work life; human technology interface; and the management of creativity, innovation and intrapreneurship.

The Minor Option in Organizational Psychology comprises a suite of three modules which combine to give students a grounding in organizational psychology, both as a discipline and a professional field. It provides a theoretical and applied knowledge about key psychological concepts and theories concerning, work, the workplace, working life and careers.

The **Psychology of Work** module (*PM4035*) provides students with a first introduction to psychology in an applied context. It focuses largely on the individual employee, and on how their cognition (thinking, problem-solving, decision-making), motivation and emotions can have an effect on their behaviour and performance.

The **Social Psychology of Organisations** module (*PM4027*) looks at how psychological principles such as group dynamics and processes, social influence and interaction can be usefully adopted to explain social issues in organisations. It applies these principles to consider the applied areas such as: identity, self-awareness, stereotyping and prejudice, errors in organisations, and interpersonal relationships, among others.

Finally, **The Psychology of Career Success** (*PM4108*) introduces students to a range of theoretical concepts within the field of career theory. It is also intended to give students an understanding of the tension between active career self-management and contextual constraints and opportunities within the world of work. Students will use the theoretical concepts and explanations to evaluate factors influencing subjective and objective career success at various life stages, in various local and international contexts, and within and outside of organisations. They will consider careers from their own perspective as well as from the perspective of an external career coach and an internal HR manager.

The module sequence is as follows:

PM4035	<b>Semester 5</b> The Psychology of Work	CO4320	<b>Semester 6</b> Cooperative Education
PM4027	<b>Semester 7</b> Social Psychology of Organisations	PM4108	<b>Semester 8</b> The Psychology of Career Success

## 9 Sociology Minor Option

The suite of three sociology modules will familiarise business students with the concepts and perspectives utilised by sociology in the analysis of the social world and will help them to contextualise business within the larger social context. In particular, they will introduce the students to topics of relevance to business such as the changing structures and experiences of work, gender issues in relation to work and organisations, globalisation and the debate on the future of work and organisational structure in a post-fordist/post modern world.

The first module provides an *Introduction to Sociology* and focuses on the basic concepts and perspectives within the context of Irish society; this is followed by *Sociology of Work* which presents an analysis of change in the structure and experience of work; the final module on the *Sociology of Globalisation* critically examines the impact of the globalisation process.

Students taking these electives will be familiar with the major concepts and perspectives utilised in sociological analysis and will be able to contextualise business within a rapidly changing social environment. Further they will be informed of the changing composition of the work force and have the capacity to critically evaluate sociological perspectives on control and flexibility within organisations. They will be exposed also to the literature on the interaction between business and other social institutions.

The module sequence is as follows:

SO4001	<b>Semester 5</b> An Introduction to Sociology	CO4320	<b>Semester 6</b> Cooperative Education
SO4067	<b>Semester 7</b> Sociology of Work	SO4088	<b>Semester 8</b> Sociology of Globalisation

## 10 Supply Chain Management

International business competition is increasingly between supply-chains rather than standalone companies. As a consequence of advances in geo-politics and information/telecommunications technologies, familiar product and service brands in market sectors like cars insurance and healthcare, are underpinned by complex inter-linked networks of enterprises whose overall direction and immediate interactions are coordinated systematically. This is the world of the supply-chain. With a multitude of different owners and geographic locations, these enterprises collaborate to provide supplies production and transportation of goods and services to customers, with competitively high quality, delivery, cost and responsiveness performance standards. In addition, there are increasingly strict accountabilities for high reliability and safety, environmental sustainability and fiscal rectitude.

This coordinated environment does not happen by accident. It must be designed, implemented, operated, and continuously improved. This is the task of supply-chain management, and it requires a strong understanding of supply-chain context and operations management techniques to underpin cohesive and responsive coordination and collaboration activities. This in turn requires a strong frame of reference for structuring operations. In this stream, supply-chain business activities are mapped using the Supply-Chain Council's Supply-Chain Operations Reference model SCOR. Within its overarching structure of Plan-Source-Make-Deliver/Return function blocks, SCOR provides a map for inter- and intra-enterprise linking at all levels down to detailed transaction processes.

The stream of modules is developed in close collaboration with industry. In the highly-dynamic technology sector for example a supply chain may be reconfigured several times per year depending on demand and supply emergent in real-time.

The goal of this minor option is to develop a commanding sensitivity to supply-chain operations built on context and operations management techniques, to prepare the student to participate effectively in key roles such as managing a large supply-chain enterprise network, or in navigating a smaller enterprise through the tricky waters of a supply-chain oriented market for outsourced goods and services.

The module sequence is as follows:

PT4005	<b>Semester 5</b> Supply Chain Design	CO4320	<b>Semester 6</b> Cooperative Education
PT4007	<b>Semester 7</b> Plan with Supply Chains	PT4008	<b>Semester 8</b> Deliver and Return within Supply Chains

## **Module Descriptions (arranged by module code)**

### **BS4405 Business Research Methodology**

Students are introduced to the business research process and a range of quantitative and qualitative methods for collecting and analysing data. Philosophical, ethical and practical implications of the various research methods are discussed. Students will develop the basic skills required to identify a researchable topic, write a research proposal and subsequently carry out an independent research project.

### **BS4407/8 Final Year Project I & II**

Working closely with a Faculty Supervisor, students will complete an independent research project. Students will also attend seminars to present their work-in-progress and defend their chosen project and methodological approach. Faculty will run additional seminars as necessary to support students' progress. Discussion will centre on data collection and analysis, presenting quantitative and qualitative results, integrating their findings with the literature, and writing up the final report.

### **CO4320 Cooperative Education**

During the cooperative education period the student carries out as broad a range of duties as is compatible with employer's requirements; to obtain credits a full report must be submitted on returning to the University of Limerick.

### **EC4027 The European Economy**

Introduction: Europe Today--History and Institutions of the European Union—Political Economy of Further EU Enlargement—The Stability and Growth Pact--Inequality in the EU—Regional, Social and Industrial Policy—Analysis of Labour and Capital Markets—Financial Market Integration in the EU—Economic Geography and Location Effects—The Common Agricultural and Fisheries Policies—EU and Asia—EU and Ireland—The EU and Climate Change—Future prospects for the European Union. Conclusion: Whither Europe?

### **EC4045 Economics of Natural Resources**

Nature, scope and key concepts of natural resource economics; market efficiency and sustainability; Optimal level of pollution; Public policy instruments (Tax, subsidy, emissions trading, command and control); Economics of renewable resources (forestry and fishing); Economics of non-renewable resources (coal, oil and gas; uranium); Economics of bio-diversity wild life preservation; Natural resources and economic growth.

### **EC4108 Contemporary Issues in the Global Economy**

Economic versus Human Development; Economic Performance of Less Developed Countries, Population and Economic Development; Income Distribution and Poverty; Migration patterns and their effects; Globalisation and International Trade; The effects of trade on wages and labour standards; International financial movements; The role of outsourcing and offshoring; The US Dollar and US Current Account Deficits in the world economy; The operations of the International Monetary Fund and the World Bank.

**EP4005 New Enterprise Creation**

The aim of this module is to provide students with an understanding of the stages involved in creating a new venture, including the development of skills in evaluating, preparing and presenting a business plan. It will provide an entrepreneurial mindset and a sense of entrepreneurial behaviour, which can be effectively used in a number of different work environments. The module will facilitate students in the development and application of the analytical and decision-making skills necessary in formulating, implementing and controlling a business plan. The module will also establish project credibility and improve students' presentation and communication skills. The module will therefore address the following: the importance of SMEs and business planning; developing and screening business ideas; feasibility analysis; components of the business plan; financing options for the business and presenting the business plan with confidence.

**EP4007 Enterprise Management and Growth**

The aim of the module is to provide students with an understanding of components of management and the process of strategy development to achieve firm growth and the creation of a competitive advantage in international markets. The module will develop a critical awareness and a detailed understanding of the challenges facing the entrepreneur/owner manager as they manage and grow their enterprise. The content will explore a range of classical and contemporary theories around enterprise management and the challenges and difficulties in implementing these in the growing enterprise. It will provide students with an understanding of the components of and the process of strategy development, implementation and evaluation by reviewing the various growth strategies available to the owner-manager to achieve international growth.

**EP4008 Business Consulting**

The aim of this module is to provide students with an understanding of the business consulting process and gain knowledge and expertise in how to manage a business consulting project efficiently and effectively. The module will address the following topics: the nature of business consulting; the skills of an effective consultant; developing a research consultancy contract ; managing the client-consultant relationship; the stages of consulting process; problem diagnosis and solution development; Project planning; Identifying and evaluating recommendations and their implementation; the ethics of conducting business consulting.

**FI4007 Investments: Analysis and Management**

The investment environment: equity securities, fixed income securities, derivative securities; Portfolio and capital market theory: risk and return, portfolio theory, portfolio selection, asset pricing models; Equity valuation: dividend discount models, Capital Asset Pricing Model (CAPM), technical analysis, the role of sentiment; Fixed income valuation: bond yields and prices, the term structure, bond strategies; Option valuation: Binomial Model, Black-Scholes Model; Efficient market hypothesis.

**FI4008 Empirical Finance**

Introduction to the theory of empirical finance – the study of financial market decision-making using sample data. Applications in financial modelling: forecasting and simulation. Applications in portfolio management: evaluating the risk-return trade-off and the measurement of portfolio risk. Applications in derivative security valuation: simulated trading and risk-management in an interactive virtual financial markets environment. Applications in risk management: calculation of portfolio value-at-risk under ‘event-driven’ simulated market conditions.

**FI4407 Financial Institutions and Markets**

Debt, equity, money and derivative markets, and the mechanics of dealing in financial securities are described. Theories of interest rates and their impact on valuations are presented. The role of financial institutions as intermediaries, the risks faced by depositary institutions in particular and the techniques used to mitigate those risks are covered in detail. International aspects of banking are covered, ethics in financial services, regulation and failure, and new developments in banking are covered.

**LA4022 Commercial Law**

Consumer contracts and consumer protection. Commercial contracts. Financial services law. Intellectual property. Regulation of competition policy, national and European, comparative view of US anti trust legislation. Legal and equitable remedies. Alternative dispute resolution. Bankruptcy and insolvency.

**LA4111 Contract Law 1**

Formation of contracts: offer and acceptance, intention, doctrine of consideration. Formal and evidentiary requirements: void, voidable and unenforceable contracts. Construction/interpretation of contracts: intention, parol evidence, express and implied terms. Public interest restrictions on contractual freedom: capacity, illegality, privity, competition policy, doctrine of restraint of trade, consumer protection.

**LA4122 Contract Law**

Vitiating factors: mistake, misrepresentation, fraud, duress, undue influence, unconscionability. Discharge of obligations: by performance, by agreement, by breach, by frustration. Remedies for breach of contract: specific performance, damages, rectification, rescission. Assignment of contract obligations. Agency. Quasi-contracts.

**MG4045 Change Management**

Nature of organisational change context specific change, managerial skills of change agents, change options and variables contextual analysis formulating and formation of implementation paths, mobilising for change, change levers and interventions, strategic change frameworks, monitoring, control and resourcing change.

**MG4058 Management and Strategy Consulting**

Practitioner and consultant management methodologies, e.g. strategy workshops, strategy projects, inductive hypothesis testing, option evaluation and solution selling. This module is contingent in terms of content and will likely vary from year to year, depending on the contemporary issues in management at time of delivery. Current examples would be managing lean organizations, structuring businesses for unstable markets, turnaround management and managing in developing countries.



**MI4305 Data and Decision-Making in Organisations**

This module introduces the business student to a perspective of the organization as an information processing system. It introduces organisational decision-making principles as a foundation for the design of Information Systems. It studies the role of data and database management as a corporate resource for decision making and the business systems that support this; data mining, ERPs, CRMs. It covers corporate responsibility for data integrity and protection.

**MI4407 Social and Economic Perspectives of Information Management**

Provide an economic and social framework for understanding the nature and interaction of information, technology, people, and organizational components drawing on Institutional Economics and Structuration Theory: information systems ability to constrain and enable organizations; cultural and intercultural issues; business systems implementation; the information economy; the transformation of organizations and markets by e-business; the cost structure of information systems; reinforcement and development of skills through using managerial/executive level information systems, internet technologies and collaborative software.

**MI4408 Strategy and Knowledge Management**

Technology, information and knowledge in a strategic context; technological change and organizational/market transformation; techniques and frameworks for strategic IS planning; the nature of knowledge as an organizational capability; models and conceptual frameworks for knowledge management; knowledge management systems; knowledge codification and transfer at the individual, group, organizational and inter-organizational level; cross cultural knowledge management; communities of knowing; non-traditional/emerging organizational structures. The above concepts will be reinforced and developed through various software packages including web, intranet and knowledge portal systems.

**MN4007 Project Management Theory and Practice**

Project Management Organisational Strategy and Change, Project Portfolio Management, Programme Management, Project Lifecycles, Project Processes, Project Management Strategies and Approaches, Projects, Operations and Change, Project Human Resource Management, Role of the Project Manager -change agent, Project Leadership, Role of the Project Team, Projects and Organisational Structures, Implementing Change through Project Initiation, Project Selection, Project Integration Management and Project Implementation. Developing the Project Charter, Developing the Project Plan, Project Communications Management, Project Risk Management, Project Scope Management, Project Estimates, Top Down Estimating, Bottom Up Estimating, Project Budgets and Project Baselines, Project Time Management, Activity Scheduling, Resource Allocation, Project Monitoring & Control, Earned Value – monitoring change, Cost and Schedule Variance, Cost and Schedule Performance Indices, Project Change Management, Project Quality Management, Project Computer Applications, Project Closure.

**PM4027 Social Psychology of Organisations**

Approaches to the study of social psychology; Culture, Society, Socialisation and Individual Freedom; The Construction of Attitudes, Values and Ideologies; The Landscape of Organisational Form in the Social World; Beyond Bureaucracy and the Rise of Modern Organisational Hegemony; The Boundaryless Organisation; Organisational Citizenship; Future Directions in the Social Psychology of Organisations.

**PM4035 The Psychology of Work**

Exploring the reality of work: The meaning of work; Work Orientation; Employment and Unemployment; The psychological contract and the work socialization process; The changing context of work; Workforce Management; Changing Workforce Composition; Career Re-conceptualisation; Work Life Balance and Work Family Conflict.

**PM4108 The Psychology of Career Success**

Career concepts and definitions; changing landscape of careers including traditional versus protean/boundaryless perspectives; careers from individual and organisational perspectives; entrepreneurial careers, fast-track careers and expatriate careers across international borders; different meanings of career success; occupational and organisational choice including psychometric assessment; stage based theories of career development; career development model; individual and organisation-sponsored approaches to career exploration; career goals, career indecision and career competence, career strategies and their implications for individuals and organisations; career appraisal; career and life stage challenges and concerns; contemporary issues in career management including stress, work-family interaction and diversity; role of strategic human resource management systems in career management; role of career coaches and consultants.

**PT4005 Supply Chain Design**

CONTEXT: Operations and Supply Chain Strategy, integration and the SCOR framework structure and possible approach to implementation. SOURCE: Forecasting, New Product Development, Project Management, MAKE: Capacity Planning, Process Design and Analysis, Quality Management DELIVER/RETURN: Independent Demand Inventory, Dependent Demand Inventory, Optimization/Simulation Modelling and logistics. PLAN: Quality Improvement Methods and Lean Enterprise, Technology and Integrated Supply Management, Global Supply Chain and Service Integration.

**PT4007 Plan within Supply Chains**

Introduction to planning for the source, make, deliver and return phases of supply chain management covering the topics of: demand and order management; capacity planning and utilization; production and inventory management; distribution requirements planning; planning systems; planning in source, deliver and product returns; and solving planning problems with linear programming.

- PT4008 Deliver & Return within Supply Chains**  
**Concepts of Logistics and Distribution**, Introduction to history and development, Channels of distribution, Planning framework for logistics, Logistics network planning and management, **Physical Logistics Planning** Warehousing, stocking, order-picking, Transportation, modes of transport, intermodal freight, **International Contracting in Logistics** International Contracts, Customs, Regulations, Incoterms, Managing transaction risk, payments, exchange rate exposure, **Regulation and Green Logistics** Reverse logistics and product lifecycle management, return of goods at end of life, Logistics and the environment.
- SO4001 Introduction to Sociology**  
 Introduction to Sociology aims to introduce students to the subject matter of contemporary sociology. It will familiarise students with the key concepts used within sociological analysis and demonstrate, using illustrative materials, the uses and continued importance of sociological analysis in the modern and post-modern world. On successful completion of this module, students will be able to: discuss the applications of sociology; differentiate between established sociological perspectives; define key sociological concepts; describe research tools used by sociologists; explain key ethical principles employed in sociological practice; employ appropriate sociological literature.
- SO4067 Sociology of Work**  
 What is work? Meaning of work? Socioeconomic change and the structure and experience of work; Classical sociological accounts of work: Marx, Durkheim and Weber; Work and class; Work and gender- including case studies of horizontal and vertical segregation; the processes involved in maintaining those patterns; Organizational change and work; Globalization and work; the relevance of the State- and its patriarchal character; Trans-national Corporations and changes in work practice; Changing structure and experience of work in Ireland; the future of work.
- SO4088 Sociology of Globalisation**  
 Globalisation, transnational processes and the world of the twenty-first century; Global cultures and practices of consumption; Global risk society: impact and effects; Globalisation and contemporary urban cultures; Globalisation and religion; Gender, development and international women's movements; Global changes and women's lives and work; Globalisation, technology and the media; Sociology of globalisation and cyber-space.