

Griffith College Dublin

Course Syllabi

Explanation of Terms & Credit

The Stage of the course indicates difficulty level of content covered. Below is a table with general equivalencies to the most common course classification system used by institutions of higher learning in the USA, where a 100 level undergraduate course is the least advanced and a 500 level undergraduate course is the most advanced.

<u>STAGE</u>	<u>DESCRIPTION</u>	<u>EQUIVALENCY at MOST US UNIVERSITIES</u>
I	entry level	100-200 level courses
II	intermediate level	300 level courses
III	advanced	400-500 level courses

ACADEMIC YEAR MODULES

Recommended Modules

MODULE: IRISH HISTORY & CULTURE: THE EVOLUTION OF THE IRISH NATION

Stage:	I
Credit Points:	6
Total Contact Hours:	50
Lecture:	18
Field Trips:	32

INTRODUCTION

This module provides an introduction to the major turning points of Irish history, with a particular focus on the complexities of Irish national identity. Credit will be obtained through the submission of two assignments, the first, minor assignment is an essay of around 1,000 words which either answers the question 'to what extent did the arrival of the Anglo-Normans in Ireland change Irish society?' or addressing the following: 'Describe Irish society in the period immediately before the coming of the Normans (c.1000-1169)'. The second assignment, an essay of around 2,000 words, will be a discussion of 'the goals and activities of x in Ireland's conflict with empire, 1916 – 1923', where x is one or more of the 1770 participants who deposited their accounts of their activities with the Military Bureau

- What is your nation if I may ask? says the citizen.
- Ireland, says Bloom. I was born here. Ireland.

(*Ulysses* 12.1417-31)

LEARNING OUTCOMES:

Intellectual skills: By the end of the course students should be able to detail chronologically the main developments in Ireland's history.

Personal and Transferable Skills: By the end of the course, students should have: enhanced their skills in written and verbal communications, through assignment and discussion; enhanced their teamwork skills, through collaboration with other students in group work, on-site visits, walking tours etc.; enhanced their ability to learn independently, through preparation for assignment; enhanced their analytical skills, through the detailed examination of a selection from the military bureau archive; become familiar with the methods by which they can access source materials held by Ireland's premier institutions.

Attitudinal Skills: This course is intended to enhance appreciation and awareness of the complexities of Irish national identity and of the patterns of political dynamic in the relationship between colony and empire.

CONTENT

Introduction

Lecture outlining the course, the field trips, and the assignments. This is followed by a visit to the National Library of Ireland to obtain membership (photo ID required) and a guided introduction to the sources for Irish history.

Mesolithic, Neolithic and Bronze-Age Ireland

A one-hour lecture followed by a two-hour guided visit to the National Museum.

Early Christian Ireland

Lecture followed by a two-hour guided visit to Trinity College and the Book of Kells.

Viking Ireland

Lecture, followed by a two-hour guided visit to *Dublinia*.

The Coming of the Normans

Lecture, followed by a two-hour guided visit to Dublin Castle.

Self-Directed Project

Self directed study, utilising the National Library of Ireland, leading to the submission of the first assignment, that on pre-modern Ireland.

Colonial settlement from Tudor England to the rule of Cromwell

Lecture, followed by the showing of *Cromwell in Ireland Part 1*.

The United Irishmen and Robert Emmet

Lecture followed by a tour of 1798 and 1803 Dublin historical sites

Famine and land agitation

A one-hour lecture, followed by a two-hour guided visit to Kilmainham Jail

1916, The Easter Rising

Lecture, followed by a two-hour guided visit to the National Archives (note photo I.D. required).

The War of Independence and the Civil War

Lecture, followed by a one-hour student-led tutorial discussion of a 'military bureau' document obtained from the national archives. The submission of the second assignment.

A partitioned country

Lecture, followed by a one-hour tutorial discussion on the politics of Northern Ireland with Robbie Smyth, former General Secretary, Sinn Fein.

READING LIST:

Main module text: James Lydon, *The Making of Ireland: From Ancient Times to the Present* (London, 1998).

Readings Assignment 1:

Donnachadh Ó Corráin, *Ireland Before the Normans* (Dublin, 2009 [1972]).

Sean Duffy, *Ireland in the Middle Ages* (London, 1997).

Howard Clarke, Sarah Dent and Ruth Johnson, *Dublinia: the Story of medieval Dublin* (Dublin, 2003).

F. X. Martin 'The Anglo-Norman Invasion (1169 – c.1300)' in T. W. Moody & F. X. Martin eds., *The Course of Irish History* (Cork, 1978 [1967]).

Readings Assignment 2:

A choice of Military Bureau documents.

Michael Hopkinson, *The Irish War of Independence* (Dublin, 2002).
Conor Kostick, *Revolution in Ireland – popular militancy 1917 – 1923* (Cork, 2009 [1996]).
F. S. L. Lyons, *Ireland Since the Famine* (London, 1974 [1971]), Part III, pp. 315 – 470.
Handout: A photocopy of Conor Kostick’s interview with Cmdt. Victor Lang ‘Mentioning the War: The Bureau of Military History’, *History Ireland*, Vol. 11, No. 2, Summer 2003.

Assessment

The module will be assessed by two academic assignments where the student will have to conduct their own research using primary and secondary historical sources.

Assignment 1

Research and write an essay of around 1,000 words which answers the question ‘to what extent did the arrival of the Anglo-Normans in Ireland (from 1169) change Irish national identity?’

Assignment 2

Research and write an essay of around 2,000 words, on a discussion of ‘the goals and activities of x in Ireland’s conflict with empire, 1916 – 1923’, where x is one or more of the 1770 participants who deposited their accounts of their activities with the Military Bureau.

Accounting & Finance Modules

MODULE: BUSINESS COMMUNICATONS

Stage: I
Credit Points: 6
Theme: Business Environment
Assessment Weighting: 100% - Coursework

INTRODUCTION

This module is specifically designed to develop key communication skills necessary of today’s business manager. Emphasis is placed on how to develop and enhance these skills both within an individual and group context. Ultimately, once these skills have been successfully acquired, it leads to greater personal and professional development.

AIMS

The aims of this module are:

To outline the concept of the communication process and how it can be effectively utilised to the benefit of an organisation

To enable the students to develop essential communication skills which are an essential component of the modern business environment

To give the students the opportunity to demonstrate communication skills that are required within an organisation

To develop the students interpersonal and team building skills in order to assist them in their personal and professional development

LEARNING OUTCOMES

On completion of this module, students will be able to:

- Explain the key components of the communication process and discuss its importance within a business environment.
- Identify and practice using essential communication skills to facilitate their educational and professional development.
- Demonstrate how to use the various methods of communication that a business environment requires in order to communicate effectively.
- Recognise the importance of developing their own interpersonal and team building skills in order to support their personal and professional development.

SYLLABUS

Communication and Organisations:

Introduction to Communication
Communication in Organisations
Marketing Communications
Telecommunications
Written Communication
Business Letters
Memoranda
Using E-Mail
Internal Company Documents
Reports/Press Releases
Oral, Visual and Non-Verbal Communication
Oral and Aural Communication
Designing and Delivery of Formal Presentations
Visual Communication Tools
Interpersonal Relations Within Business
Team and Team Development
Conflict in Business
Negotiating Skills
Time Management
Organising and Managing Effective Meetings
Types of Meetings
Purpose of Meetings
Meeting Preparation
Managing the Meeting
Communicating with Customers
Telephone Effectiveness
Handling Enquiries
Dealing with Difficult Situations
Sales Promotion
Applying Communication Skills in Interview Techniques
Curriculum Vitae Preparation and Presentation
Cover Letters and Job Applications
The Employment Interview
Job Specifications
Job Descriptions
Research and Study Skills
Effective Study Skills
Research Techniques
Assignment Presentation

TEACHING AND LEARNING METHODS

This module will be taught by means of formal lectures, guest lecturers and active participation during tutorials. Special emphasis will be placed on tutorial contact in order to facilitate active participation and continuous assessment of the student.

ASSESSMENT METHODS

The assessment will include written assignments, oral presentations, role-plays and team building exercises. The lecturer will guide the students on how to prepare and present their assignments and review their progress through continuous feedback.

Individual Presentation – 30%.

Meeting Skills - 15%

Interview Skills - 15%

Written Report - 20%

Group Presentation - 20%

PRIMARY READING LIST

Guide to Managerial Communication, Munter M, Pearson Education, sixth Edition, 2003.

Business Communication Today, Boree C, Thill J, Schatzman B, Pearson Education, Seventh Edition, 2003.

RECOMMENDED READING LIST

Guide to Presentations, Munter M & Russell L, Professional Development Company, Prentice Hall, 2002.

Public Speaking for College and Career, Gregory H, McGraw-Hill, Sixth Edition, 2002.

Guide to Meetings, Munter and Netaley, Prentice Hall, 2002.

Managing Information, IT for Business Processes, Wilson D, Butterworth-Heinemann, Third Edition, 2002.

E-mail: Communicate Effectively, Terminello V, Reed M, Prentice Hall, 2002

MODULE: FINANCIAL ACCOUNTING I

Stage:	I
Credit Points:	6
Theme:	Finance
Assessment Weighting:	20% Coursework 80% Examination

INTRODUCTION

This module introduces students to basic theoretical and practical accounting concepts, and explains how they apply to business entities. Specifically, the module is designed to ensure students understand the importance of financial and accounting principles and can relate them to how businesses manage cash and other financial transactions.

AIMS

The aims of this module are:

To provide students with an introduction to Accounts

To provide students with a clear understanding of maintaining books of prime entry

To ensure students can understand financial statements for partnerships and sole traders

LEARNING OUTCOMES

On completion of this module candidates will be able to:

Describe the role and principles of financial accounting and reporting

Identify and discuss the main forms of business enterprise

Discuss accounting treatments of fixed and current assets and liabilities

Explain the accounting concepts and conventions present in generally accepted accounting principles

Record and summarise accounting data

Prepare basic financial statements for sole traders, partnerships

SYLLABUS

Introduction to Accounting

Nature, principles and scope of accounting; role of financial accounting, management accounting, financial management and auditing

Accounting concepts, principles and policies and their application to recording of transactions and drafting of accounting statements

Theory of double entry and underlying assumptions

The accounting equation

Types of business entities

Forms of capital and capital structures

Accounting Records, Procedures and Systems

Techniques of double entry book-keeping

Ledgers

Control accounts

Bank reconciliations

Journals

Accounting for accruals, prepayments and adjustments

Trial balance and preparation of final accounts
Suspense account and the correction of errors
Accounting Treatments
Distinction between capital and revenue expenditure
Depreciation – definition, reasons for and methods
Stock adjustments and valuations
Debtors, including accounting for bad and doubtful debts
Financial Statements
Objectives of financial statements
Preparation of financial statements for:
Sole traders (including preparation of accounts from incomplete records)
Partnerships

TEACHING AND LEARNING METHODS

Participative lectures and tutorials will form the primary teaching methods, providing students with an understanding of accounting principles and techniques with a particular emphasis placed on their understanding of accounting terminology. Students will be given ample business case examples from a variety of industries in order to develop their accounting techniques and understanding.

ASSESSMENT METHODS

20% of the marks are allocated to course work to ensure the students have understood the terminology and concepts presented in the lectures. Assignments will include the presentation interpretation and discussion of accounting techniques and accounting statements. The remaining 80% of the marks are allocated to an end of semester examination.

PRIMARY READING LIST

Business Accounting 1 (2002) Wood, F., Robinson, T., Pitman Publishing

RECOMMENDED READING LIST

Accounting for Non-Accountancy Students, (2000) Dyson, J.R., Pitman Publishing
Introduction to Accounting, Black, G (2000), Prentice Hall

MODULE: ORGANISATIONAL MANAGEMENT

Stage: I
Credit Points: 6
Theme: Management
Assessment Weighting: 40% Course Work
60% Examination

INTRODUCTION

This module is designed to provide students with a clear insight to the management of functions and systems within an organisation. Emphasis is placed on key factors such as individual and group behaviour within a business context and explores how environmental and intercultural influences affect the dynamics of the organisation.

AIMS

The aims of this module are:

- To give students an overview of organisations in terms of the functions and systems within the organisation
- To introduce students to the meaning of management, the management process and the role of the manager (including an exploration of leadership and its role in management)

- To enable students to explore and evaluate issues surrounding the behaviour of individuals (drawing from the psychology discipline) and groups (drawing from the discipline of sociology) in an organisational context (drawing here from the discipline of anthropology) including environmental and intercultural influences on individual behaviour, perception and behaviour, motivation and learning, communication, leadership, group behaviour and conflict, and change
- To introduce students to the impact and influence of the behaviour of individuals on the effectiveness and efficiencies of the organisation

LEARNING OUTCOMES

On successful completion of the module, students will be able to:

Appreciate the nature and purpose of organisations, and management as a process universal to all organisations including planning, decision making and controlling

Understand the causal relationships between the interrelated concepts management, the organisation, teams and the individual as an organisational member

Understand the conceptual foundations of management practice and how management philosophies, decisions, and practices give rise to particular organisation designs and how both management practice and organisation design affect employee attitudes, motivation and behaviours

Be familiar with the concept of organisational learning, change and development

Identify the characteristics of the processes that occur within work groups – group dynamics

Recognise the nature of differences, the seeds of conflict, tactics and symptoms of conflict and managerial strategies

SYLLABUS

Overview of Management and Organisational Behaviour

Introduction

What is Organisational Behaviour?

Foundations of Individual Behaviour

Historical Evolution of Organisational Behaviour

Individuals in the Organisation

Values, Attitudes and Job Satisfaction

Personality and Emotions

Perception and Individual Decision Making

Motivation (Concepts to Application)

Groups in Organisations

Group Dynamics

Structure and Behaviour of Work Teams

Communication

Leadership

Power and Politics

Conflict and Negotiation

The Nature of Management

The Process of Management

Principles of Management

Management and Administration

Essential Nature of Management Work

Leadership Styles

The Organisation System

Fundamentals of Organisational Structure and Design

Technology and Work Design

Planning and Control

Problem-solving and Decision Making

Foundations of Strategy

Organisational Culture

Organisational Dynamics

Organisational Change

Change Management

Stress Management

TEACHING AND LEARNING METHODS

This module will be delivered through a combination of lectures and tutorials. Lectures will be formal lectures designed to impart knowledge. The theory and concepts surrounding organisational behaviour will be delivered to the student in great detail. The tutorials will be delivered through student involvement and participation. This will be encouraged through extensive use of case studies, videos and where appropriate guest lecturers from industry, to illustrate the practical implications of the many theoretical areas covered in lectures. Students will be expected to research specific topics and present these to the class in order to improve their ability to communicate effectively and evaluate different concepts and information.

ASSESSMENT METHODS

40% of the marks have been allocated to course work and students may be typically assessed on a weekly basis through weekly class assessments (WCA). For example, each WCA will relate to material covered in the previous weeks lecture and the WCA may be individual or group based assessments depending on the material being assessed. In addition, each area on the syllabus will be assessed during the end of semester exam accounting for the remaining 60% of the marks.

PRIMARY READING LIST

Robbins, Stephen (2003) *Organisational Behaviour* 10/e. Prentice Hall Publishers. ISBN 0-13-102541-4
Morley, Moore and Heraty *Principles of Organisational Behaviour*. Gill and Macmillan Publishers. ISBN 0-7117-1266-84

RECOMMENDED READING LIST

Mullins, Laurie (2002) *Management and Organisational Behaviour* 6/e. Prentice Hall Publishers. ISBN 0-273-65147-1

Buchanan, David and Huczynski Andrzej (200) *Organisational Behaviour*,4/e. Prentice Hall Publishers.

Journals and Papers to refer to for research:

Sunday Business Post

Irish Times

Harvard Business Review

Business and Finance

Business Plus

Websites for research:

www.socreonline.org.uk

www.shrm.org

www.organisations@onepine

MODULE: BUSINESS MATHEMATICS & STATISTICS

Stage: I
Credit Points: 6
Theme: Finance
Assessment Weighting: 40% Coursework 60% Examination

INTRODUCTION

This module provides the students with the essential analytical skills to support an accurate and rigorous approach to decision making. The module is specifically designed to develop the students modelling abilities and problem solving skills required in the modern business world.

AIMS

The aims of this module are:

- To ensure students understand the applicability of mathematics and statistics as a basis for decision making in a range of business disciplines (e.g. finance, marketing etc)
- To provide students with the core mathematical skills necessary to support their accurate manipulation and interpretation of numerical data
- To develop students mathematical skills relevant to the business sector
- To develop students confidence in the application of mathematics to support them in their analysis of business information

LEARNING OUTCOMES

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

Appreciate the importance of mathematics and statistics for the business person

Demonstrate relationships graphically and interpret completed graphs

Design a simple questionnaire and select and collect data as part of a survey

Analyse the results of a survey and present the results in an easily understood manner

Understand the purpose of probability distributions and know when and how to use the various probability distributions

Recognise the aims of statistical inference and be confident to apply statistical tests to data

Apply probability techniques to decision making

Calculate and interpret correlation coefficients

Calculate and interpret the equation of a regression line manually and through suitable software programmes

Use various methods of forecasting-regression analysis and time series analysis

Compare and choose between different capital investment projects using discounting techniques

Solve a variety of business related problems using the process of differentiation

SYLLABUS

Data presentation and collection

Frequency distribution

Frequency tables

Histograms, ogives bar charts, pie charts, etc

Central location and dispersion

Measures of central location

Measures of dispersion

Regression & Correlation

Regression analysis

Correlation

Time series

Multiple regression

Applications

Probability

The rules

Decision Trees

Permutation and combinations

Probability Distributors

Normal

Binomial

Poisson

Sampling and tests of hypothesis

Types of samples

Distribution of means

Central limit theorem

Confidence of intervals

Tests of hypothesis

Index Numbers

Constructing an index number

The Laspeyres price index

The Paasche price index

Changing the real base

Changing the base year

The retail price index
Time Value of Money
Discounting and present values
Investment appraisal
Depreciation
Annuities and financial instruments
Calculus and business applications

TEACHING AND LEARNING METHODS

This course will be taught using a combination of formal lectures and tutorials. Formal lectures will be used to demonstrate principles and methods. Assignments will be set following on from material covered in class and students will be given individual assistance with these in smaller groups. Use will be made of computer packages to facilitate learning and to ensure that the student is familiar with the available statistical packages. As far as possible the students will be encouraged to source data themselves and analyse it using the methods studied in class.

ASSESSMENT METHODS

Course work will account for 40% of the marks, course work will be typically presented in the following formats, e.g., multiple choice exams, case studies, primary research projects. On module completion an examination will account for the remaining 60% of the marks.

PRIMARY READING

Quantitative Methods for Decision Makers, 2nd Edition, Mik Wisniewski
Pitman Publishing

RECOMMENDED READING LIST

Quantitative Methods for Business, 3rd Edition, Donald Waters, FT/Prentice Hall
Quantitative approaches in Business Studies, 5th Edition, Clare Morris, FT/ Prentice Hall
Essential Quantitative Methods for Business Management and Finance, 2nd Edition, Les Oakshott, Palgrave
Use will also be made of Journals, Newspapers and financial publications.

MODULE: APPLIED BUSINESS LAW

Stage: I
Credit Points: 6
Theme : Business Environment
Assessment Weighting: 40% Coursework 60% Examination

INTRODUCTION

This module presents business students with an introduction to the legal system and its operation. An Irish jurisdictional focus is used, particularly in relation to the analysis of legal structures. However, where possible within the scope of an introductory module, reference is also made to trends in European and International law. The application of law to and within business is the central focus of the module.

AIMS

This module aims to provide students with:

- An understanding and knowledge of the general principles of Irish law as it relates to business
- A recognition of how legislation directs, constrains and protects businesses and business customers
- An understanding of the general principles of negligence.
- An understanding of employment related law
- A knowledge of the key legal responsibilities of managers and directors (e.g. Health & Safety, financial reporting, etc.)

The ability to examine the advantages and disadvantages of incorporation in company law.
The ability to appraise the functions and duties of various company officers.

LEARNING OUTCOMES

On module completion, students will be in a position to:
Identify and discuss the various sources of business law.
Identify the necessary elements for a valid contract.
Discuss and apply the principles of negligence.
Identify the important elements of a contract of employment.
Describe the legal consequences of incorporating a company.
Identify and discuss the duties and obligations of various company officers.
Compare and contrast the institutions of the European Union.

SYLLABUS

An Introduction to the Irish Legal System
The Historical background
Common law and equity
The Sources of Law
Legislative interpretation.
The Constitution and Constitutional Rights
The Court System.
Contract Law
Formation of a Contract: Offer, Acceptance, Consideration and intention to create legal relations
Contents of a Contract: Express and Implied Terms, Exclusion clauses and Restraint of Trade clauses.
Vitiating Factors: Mistake, Misrepresentation, illegal contracts and void contracts
Discharge of a contract: Performance, Breach, Agreement and Frustration.
Remedies for breach of contract
An overview of the Sale of Goods & Supply of Services Act 1980
Law of Torts
Introduction: Tort vs. Crime, Tort vs. Contract.
Principles of Negligence
Defences to Negligence
Professional Negligence
Vicarious Liability
Defamation
Employment Law
Employee vs. Independent Contractor
Formation of the contract of employment
Termination of the contract of employment
An introduction to the following legislation:
Unfair Dismissals Act 1977 – 2001
Health, Safety and Welfare at Work Act 1989
The Employment Equality Act 1998
The Maternity Protection Act 1994
The Legal Structuring of Business
The Sole Trader, Partnership
Incorporation: Separate Legal Entity, Veil of Incorporation.
Types of Companies: Public, Private, Limited and Unlimited
Business Transactions: Leases, hire-purchase instruments
Corporate Governance: Registration, Memorandum & Articles of Association, the *ultra vires* doctrine.
Corporate Finance: Shares, Debentures, Charges etc.
Management: Powers and Duties of Directors, Appointment and Disqualification, Retirement and Removal, Board Meetings, Auditors etc.
Corporate Insolvency: Receiverships, Liquidations, Winding-up.
Developments Governing Business Law
EU and International Institutions and Structures
Examples of Influence:
Free Movement of Persons, Goods, Capital and Services
Freedom of Information Act

Competition Law
Product liability
Environmental Legislation: Green issues

TEACHING AND LEARNING METHODS

This module is a first year introductory module to the study of the legal environment governing business. Teaching of the course will primarily take place with formal lectures. Students will be required to prepare for lectures by reading certain prescribed materials, which will form the basis of lectures.

ASSESSMENT METHODS

60% of the marks are allocated to an end of term examination, which will include essay style questions assessing students' comprehension and analytical capabilities. The remaining 40% of the marks are allocated to coursework designed to assess the students' ability to apply legal principles to solving business problems presented in case studies.

RECOMMENDED READING LIST

Irish Business Law, Aine Keenan, Gill and Macmillan (2001)
Irish Commercial Law, Cases and Comment, Raymond Byrne, Roundhall Press
Business Law, Liam O'Malley, Irish Law Texts, Sweet and Maxwell
Principles of Irish Law Doolan, Gill & MacMillan, 6th ed.
An Introduction to Irish Company Law, Callanan, Gill & Macmillan 2nd ed., 2003
Clark (1998) The Law of Contract in Ireland, Sweet & Maxwell.
Friel (2000) The Law of Contract (2nd Edition), Sweet and Maxwell.
Burke & Corbett (2002) The Law of Torts, Roundhall Press

MODULE: PRINCIPLES OF MARKETING

Stage: I
Theme: Management
Credit Points: 6
Assessment Weighting: 40% Coursework 60% Examination

INTRODUCTION

This module is designed to give students a broad understanding of the key concepts and business practices in marketing. It also provides an overview of the nature and scope of marketing and its role in achieving business objectives.

AIMS

The module aims to provide a clear understanding of:-

- The marketing concept and the role of marketing, not only as a business function but also as an interface between an organisation and its customers in the market place
- The range of tasks undertaken by marketers both internal and external to the organisation
- The broader marketing environment and the marketing mix required to meet customer needs
- The role of customers and their influence on the marketing mix
- The tools and skills required to research market opportunities
- The role of relationship marketing in maintaining existing customers and creating new ones

LEARNING OUTCOMES

On successful completion of this module students will be able to:-

- Demonstrate a clear understanding of the core concepts and current practices of marketing
- Identify the role of marketing within an organisation, its inter relationship with other business functions and with the broader market environment
- Develop the basic skills and knowledge required to undertake industry analysis for marketing decisions.

- Identify how markets are segmented and subsequently targeted using an appropriate marketing mix
- Demonstrate an ability to conduct internal, customer, and competitor analysis
- Distinguish between consumer and organisational buying behaviour and appreciate the implications for the marketer

SYLLABUS

Introduction to Marketing:

Marketing defined

Analysing the marketing concept in the organisation

The influence of the environment on marketing

Defining the marketing mix

The Market:

Segmentation

Targeting

Positioning

Segmentation Variables Forecasting

Customer Analysis for Marketing Decisions:

Customer Analysis

Trends in consumer behaviour

Customer Choice

Post-Purchase Behaviour

Analysing Competition and Industry Structure:

Competitive structure of the industry

Analysing competitors

Analysing Company Capability:

Understanding core competence's, resource-based advantage

An evaluation framework, SWOT analysis, competence's and future options

The Marketing Mix:

Product concepts

Characteristics of Product Planning

New product development

Product/service life cycle

Branding

Packaging

Pricing Concepts:

Pricing objectives

Pricing methods/tactics

Price structures

Distribution Concepts:

Structure of distribution channel

Relationships between producers

Distributions and customer

Direct marketing and its growth

Promotion Concepts:

Advertising

Personal selling

Promotion

Publicity

Techniques for new/existing customers

Customer Relationship Marketing

From transactional to customer relationship

Customer value and satisfaction

TEACHING & LEARNING METHODS

This module will be delivered through a combination of lectures and small group-based participative tutorials. Real world and simulated case studies will be used to stimulate debate and provide students with

an opportunity to apply marketing knowledge gained to business situations. This approach will facilitate a deeper understanding of the challenges faced by marketers. Multiple choice tests will be used to enable students to gauge their understanding of the key marketing concepts. Guest speakers and video analysis will be used to give students a practical insight into marketing practice. While use of a core text is intended to provide students with a comprehensive introduction to marketing, they will be encouraged to read widely around the core concepts. Students will be directed to selected recommended readings which will greatly add to the students understanding of the subject matter.

ASSESSMENT METHODS

Course work will account for 40% of the overall assessment marks and may be typically set in the form of two in-class texts (20% each). The remaining 60% of the marks will be an end of term examination on module completion.

PRIMARY READING

Kotler, P, Armstrong, G, Saunders J, & Wong, V, *Principles of Marketing, European Edition (3rd edition)* Prentice Hall 2001

RECOMMENDED READING LIST

Blythe, J. *Essentials of Marketing* (2nd edition) Prentice Hall (2001)
Brassington, F., & Pettit, S. *Principles of Marketing* (3rd edition) Prentice Hall (2003)
Clow, K., & Baack, D. *Integrated, Advertising, Promotion, & Marketing Communications*. Prentice Hall (2001)
Coupey, E. *Marketing and the Internet*. Prentice Hall (2001)
Domegan, C., & Fleming, D. *Marketing Research in Ireland* (2nd edition) Gill & Macmillan (2003)
Egan, J. *Relationship Marketing* Prentice Hall (2001)
Harrell, G. *Marketing: Connecting with Customers*. (2nd edition) Prentice Hall (2002)
Jobber, D. *Principles and Practice of Marketing* (3rd edition) Prentice Hall (2003)
Knox, S., Macklan, S., & Payne, A. *Customer Relationship Management*. Butterworth-Heinemann (2002)
Kotler, P. *Marketing Management* (11th edition) Prentice Hall (2003)
Kotler, P., & Armstrong, G. *Marketing: An Introduction* (6th edition) Prentice Hall (2003)
Murray, J., & O'Driscoll, A. *Managing Marketing: Concepts & Irish Cases*. (2nd edition) Gill & Macmillan 1999
Proctor, T. *Essentials of Marketing Research*. Pearson education (2001)
Ries, A. & Trout, J. *The 22 Immutable Laws of Marketing*. Harper Business (2002)
Rogan, D. *Marketing: An Introduction for Irish Students*. (2nd edition) Gill & Macmillan (2003)
Strauss, J., El-Ansary, A., & Frost, R. *E- Marketing* (3rd edition) Prentice Hall (2003)
Wood, M. *Marketing Plan: A Handbook with Marketing PlanPro*. Pearson Education (2002)
Use will also be made of Journals, Newspapers and financial publications such as:
Business and Finance
Business Plus
Journal of Marketing
Marketing magazine
Sunday Business Post
The Economist

MODULE: FINANCIAL ACCOUNTING II

Stage: I
Credit Points: 6
Theme: Finance
Assessment Weighting: 20% Coursework 80% Examination

INTRODUCTION

This module builds on and advances the basic theoretical and practical accounting concepts covered in Financial Accounting I.

AIMS

The aims of this module are:

To provide students with a clear understanding of the importance of financial information in terms of identifying an organisations financial operations

To develop students knowledge and understanding of the techniques used to prepare year-end financial statements

To ensure students can understand financial statements for incorporated enterprises

To ensure students fully appreciate the reporting of financial and non-financial information

LEARNING OUTCOMES

On completion of this module candidates will be able to:

- Identify the users of financial reports and discuss their needs
- Prepare basic financial statements for limited companies
- Analyse and interpret financial statements
- Prepare and interpret cash flow statistics

SYLLABUS

Financial Statements

Major user groups and their information needs

Characteristics of useful information, problems associated with its production

Preparation of financial statements for:

Limited companies for internal purposes

Analysis and interpretation of financial statements

Definition, calculation and interpretation of basic financial ratios

Significance and limitations of financial ratios

Cash Flow Statement

The underlying rationale for cash flow statements

Preparation of cash flow statements in compliance with FRS 1 (Revised)

TEACHING AND LEARNING METHODS

Participative lectures and tutorials will form the primary teaching methods, providing students with an understanding of accounting principles and techniques with a particular emphasis placed on their understanding of accounting terminology. Students will be given ample business case examples from a variety of industries in order to develop their accounting techniques and understanding.

ASSESSMENT METHODS

20% of the marks are allocated to course work to ensure the students have understood the terminology and concepts presented in the lectures. Assignments will include the presentation interpretation and discussion of accounting techniques and accounting statements. The remaining 80% of the marks are allocated to an end of semester examination.

PRIMARY READING LIST

Business Accounting 2, Wood, F., Robinson, T., Pitman Publishing (2000)

RECOMMENDED READING LIST

Accounting for Non-Accountancy Students, Dyson, J.R., Pitman Publishing (2000)

Financial Accounting 1.1 Foulks Lynch

MODULE: INTEGRATED BUSINESS PROJECT

Stage:	1
Credit Points:	6
Theme:	Business Environment
Assessment Weighting:	100% Coursework

INTRODUCTION

This module is designed to develop the students' understanding of how the theoretical aspects of business that are presented and advanced in other modules can be applied to a practical business project. It is specifically designed to engage students in business research and to develop and advance their ideas on a group basis. As a first year module, the breadth and depth of commercial analysis undertaken is expected to be modest. However, the module provides an invaluable primer for more rigorous business plans in subsequent stages. The module also plays a critical role in advancing the students' personal development and management skills through their participation with other students.

AIMS

The aims of this module are:

- To enable students to develop business ideas to project proposal and presentation stage
- To provide an opportunity for students to integrate their learning from other modules in an applied business project / proposal
- To develop the students' business research skills.
- To develop the students' overall business perspective by requiring them to consider the many interrelated aspects of business operations
- To develop the students' business acumen through the timely completion of a business project
- To provide a practical focus for the students' research skills developed on related modules.

LEARNING OUTCOMES

On completion of the module students will be able to:

- Research business ideas and practices
- Present their findings clearly to others, both in writing and orally
- Manage their time more effectively
- Work effectively in groups
- Recognise the interdependence of interrelated business disciplines (e.g. finance, marketing, legal, etc.)
- Appreciate the benefit of conducting business analysis to support successful business activity

SYLLABUS

Business Research:

Purpose, Value and Role of Research

Conducting Business / Industry Research

The Research Process:

Identifying the area of study

Setting Objectives

Designing the Study

Research Design / Target Sampling Plan

Deskwork / Fieldwork

Data Analysis and Interpretation

Communicating Research Findings

Project Scheduling and Management

Data Sources

National and International Sources (e.g. Government, Trade Statistics)

Printed and Electronic Sources

Comparative trans-national industry sector studies

MNC / company reports (D&B)
 Market Analysis
 Market Size
 Market Share: National / International Competitors
 Trends
 Financial Issues
 Sources of Finance
 Role of Enterprise Development Boards
 Personal / Family / Bank sources
 Managing Cash Flow
 Forecasting Methods
 Budgetary Control
 Industry Environment Analysis:
 Political and Legal Considerations
 Economic and Social Considerations
 Technological Considerations
 Prevailing National and International Trends
 Gathering authoritative evidence to support findings
 Data Reliability Issues
 Authority of Quantitative / Qualitative Data
 Issues of Validity, Reliability, Subjectivity
 Accuracy and Presentation Bias
 Ethical Considerations
 Primary Research
 Questionnaire design: wording, formal, sequence, content
 Interviewing: Personal, telephone, mail
 Attitude Measurement: approaches, rating, ranking
 Depth interviews, focus groups
 Pilot testing
 Pitfalls to avoid
 Data Analysis Techniques
 Univariate, bivariate and multivariate techniques
 Descriptive Statistics
 Hypothesis Testing
 Statistical Significance: Types and Choice of Tests
 Presenting Data
 Graphical and Tabular presentation of findings
 Relating findings back to hypotheses
 Documenting Resources: Referencing and Citation Techniques
 Writing and presenting professionally for intended audience

TEACHING AND LEARNING METHODS

The module leader will support the delivery of the module in two ways. Firstly a series of lectures / tutorials will be given to support the students in their research and project management activities. This will cover the syllabus content associated with the module.

Secondly, the module leader will co-ordinate the management of projects in terms of the allocation of students to particular groups and the prior clearance of project topics proposed. Students will be assisted (and directed) throughout the project in the form of regular project review sessions, which will be held in class. This approach has proven very successful in other programmes in advancing the quality of student work produced, while keeping projects on-track throughout their duration. The naturally competitive spirit arising from in-class peer evaluation serves to advance the overall professional quality of the work produced.

ASSESSMENT

This module will be assessed by entirely on the basis of the project work undertaken (100%). Marks for the project will be further divided as follows:

20% Research

20%	Project Management Report (this will require the student to maintain and submit a learning log in relation to their contribution to the overall project)
40%	Project Proposal (Written Submission)
20%	Project Presentation

The final written project / proposal is expected to contain 2000 to 2,500 words (not including associated appendices). The research and preparatory work undertaken to support the proposal should also be made available for review. Students are expected to present their findings clearly and succinctly by means of a short slide presentation and to defend their project to an assessment panel by means of a Q&A session.

READING LIST

- O’Gorman, C and Cunningham, J, *Enterprise in Action*, Oaktree
 Jankowicz, AD, (200), *Business Research Projects*, Thomson Learning
 Garavan, T et al, *Entrepreneurship& Business Start-Ups in Ireland, (Overview and Cases)*, Oaktree.
 Lambing, P A (2002, *Entrepreneurship*, 3rd edition, Prentice Hall
 Malhotra & Birks, (2000), *Marketing Research*, Prentice Hall
 Butler, David, (2001), *Business Development: A guide to small business strategy*: Butterworth & Heinemann
 Bolton B & Thomson J, (2000) *Entrepreneurs*; Butterworth & Heinemann
 Mandel, S, (1997) *Effective Presentation Skills*, Kogan Page
 Lavern S, Urlacher R, (1999) *Small Business Entrepreneurship: An Ethics and Human Relations Perspective*; Prentice Hall
 O’Kane, B, *Starting a Business in Ireland*, Oaktree

MODULE: MANAGEMENT ACCOUNTING

Stage:	II
Credit Points:	7.5
Theme:	Management Accounting Techniques
Assessment Weighting:	20% Coursework 80% Examination

INTRODUCTION

This module is designed to strengthen and develop students’ Financial Accounting ability and provides a thorough grounding in Management Accounting systems and procedures as operated in business organisations.

AIMS

The aims of this module are:

- To strengthen and further develop students knowledge and understanding of the application of management accounting techniques
- To ensure students fully appreciate the management processes of planning, control and decision-making.
- To enable students to analyse accounting information and apply it to a wide range of planning, control and decision situations

LEARNING OUTCOMES

On completion of the module students will be able to:

- Explain the role of management accounting within an organisation and the requirement for management information
- Describe costs by classification and purpose
- Identify appropriate material, labour and expense costs
- Understand the principles of costing and apply them in straightforward scenarios
- Understand and demonstrate the cost factors affecting production and pricing decisions

SYLLABUS

Accounting for Management

The nature, purpose, scope and interrelations of functions carried out by management in relation to resources, costs, operations and performance

Nature of internal reporting

Financial and non-financial information for managers

Cost centres, revenue centres, profit centres and investment centres and the impact of these on management information and appraisal

Management information requirements

Importance and definition of good information

Presentation of information

Cost accounting versus financial accounting

Nature and purpose of cost classifications/definitions

Elements of cost:

Materials

Material valuations and the pricing of materials issues

Optimal purchase quantities

Reorder levels

Labour:

Direct and indirect labour

Remuneration methods

Overheads:

Direct and indirect expenses

Principles and processes of overhead cost analysis

Allocation and apportionment of overhead costs including reciprocal service centre situations

Absorption rates

Under- and over- absorption

Changes in the cost structure of a business over time

Costing methods and techniques:

Marginal and absorption costing

Profit statements

Reconciliation of profits under the two methods

Contrast of absorption and marginal costing

Job, batch costing, contract costing

Process costing

Valuation of process transfers and work-in-progress using equivalent units of production based on FIFO and weighted average pricing methods

Normal losses and abnormal losses and gains

Cost behaviour:

Fixed, variable and semi-variable costs

High-low method

Regression analysis

Decision-making:

CVP Analysis

Breakeven point and revenue

Margin of safety

Breakeven chart

Limiting factors:

Optimal production plan given a scarce resource

Preparation of cost estimates for decision making

Relevant costing techniques to include opportunity/sunk, avoidable/unavoidable, fixed/variable costs applied to make or buy, shut down and one-off contract decisions

Investment Appraisal:

Accounting Rate of Return

Payback Methods

Discounted cash flow techniques:

Net present value

Internal rate of return

TEACHING AND LEARNING METHODS

The module will be delivered by means of formal and participative lectures supported by tutorials. These will be supplemented by course notes on specific issues that may require closer examination, analysis and research.

ASSESSMENT METHODS

20% of the marks are allocated to course work whereby students will be required to complete the necessary assignments throughout the module. Students will be advised how to undertake the assignments both in terms of the research and the presentation format involved. The remaining 80% will be reserved for a closed book examination on module completion.

PRIMARY READING LIST

Costing: An introduction, Drury, C. Chapman & Hall (1998)

RECOMMENDED READING LIST

Management Information Systems Lucey, T.DP Publishing Ltd (2001)

MODULE: FINANCIAL REPORTING: CONCEPTS AND PRACTICE

Stage:	II
Credit Points:	7.5
Theme:	Finance
Assessment Weighting:	20% Coursework 80% Final Examination

INTRODUCTION

To build on the basic techniques learned in Financial Accounting 1 & 2 and to further develop knowledge and understanding of more advanced financial accounting concepts and principles. Candidates will be required to apply this understanding by preparing and interpreting financial reports in a practical context.

AIMS

The aims of this module are:

- To further develop students knowledge, understanding and application of accounting concepts and techniques
- To provide students with the opportunity to apply this understanding by preparing and interpreting financial reports in a practical context
- To ensure students can interpret financial statements for incorporated enterprises, partnerships and sole traders

LEARNING OUTCOMES

On completion of this module students should be able to:

- Appraise and apply specified accounting concepts and theories to practical work place situations
- Appraise and apply the regulatory framework of financial reporting
- Prepare financial statements for different entities to comply with the Companies Acts and specified Accounting standards and other related pronouncements
- Prepare basic financial statements for sample groups
- Analyse, interpret and report on financial statements (including cash flow statements) and related information to a variety of user groups
- Discuss and apply the requirements of other specified accounting standards

SYLLABUS

Accounting Principles; Concepts and Theory
Statement of Principles for Financial Reporting
Revenue recognition
Substance over form
Accounting Treatments
Definition, classification and valuation of assets
Accounting procedures for tangible fixed assets – SSAP 4, FRS 15
Valuation of intangible assets – SSAP 13
Valuation concepts applies to current assets – SSAP 9
Definition, classification and valuation of liabilities
Accounting principles applied to provisions and contingencies – FRS 12
Post balance sheet events – SSAP 17
Preparation and Presentation of Financial Statements for Limited Companies and other entities:
Accounting for share capital and reserves
Issue and redemption of shares
Distributable profits
Form and content of published financial statements
Accounting and disclosure requirements of the Companies Acts and Accounting Standards including:
FRS 3 – Reporting Financial Performance
FRS 18 – Accounting Policies
Preparation of Financial Statements for Groups of Companies
Definition of subsidiary companies
Exclusions from consolidations
Preparation of basic consolidated financial statements (excluding cash flow statements)
Treatment of Goodwill – FRS 10
Analysis and Interpretation of Financial Statements and related information
Analysis of corporate information
Reports on financial performance for various user groups
Preparation of basic cash flow statements for limited liability companies
Related party transactions
Segmental information

TEACHING AND LEARNING METHODS

The module will be delivered by means of formal and participative lectures. These will be supplemented by course notes on specific issues that may require closer examination, analysis and research. Class work and directed assignments will be allocated on a regular basis. Students will be required to complete the necessary assignments throughout the module. Students will be advised on how to undertake the assignments both in terms of research and the presentation format involved.

ASSESSMENT METHODS

20% of the marks are allocated to coursework to ensure the students have understood the concepts presented in lectures. Assignments will include the presentation, interpretation and discussion of accounting principles, theories and accounting statements. 80% of the marks are allocated to the end of term examination.

PRIMARY READING LIST

Business Accounting 2, Wood, F., Pitman Publishing (2000)

RECOMMENDED READING LIST

Accounting Theory and Practice, 7th Edition, Glautier, MWE & Underdown, B., Pitman (2000)
Financial Accounting and Reporting, 6th Edition, Elliot, B & Elliot, J., Prentice Hall (2002)

MODULE: BUSINESS MANAGEMENT

Stage:	II
Credit Points:	7.5
Theme:	Business Environment
Assessment Weighting:	40% Coursework 60% Examination

INTRODUCTION

This module is designed to provide students with a deeper understanding of both organisational management and marketing principles. It presents management within its overall organisation-wide perspective involving a consideration of both external and internal strategic issues. Internal issues largely focus on the management of operational efficiencies, while the external focus is predominantly driven by marketing considerations. The module acts as a primer for the Strategic Management module in Stage 3.

AIMS

The aims of this module are:

- To deepen the students' understanding of the scope and complex nature of management
- To develop the students' business analysis skills in relation to the external competitive environment.
- To develop the students' understanding of the principles and practices appropriate to the successful management of internal resources.
- To provide students with the competencies to evaluate the marketing performance of an organisation and to suggest and develop strategies which will benefit such organisations
- To enable students identify the many management issues and difficulties that can arise as plans are implemented.

LEARNING OUTCOMES:

On successful completion of the module students will be able to:

- Incorporate critical thinking skills into business activities
- Apply management thinking to a range of business situations / environment
- Assess business opportunities and match the needs of customers to the resources of the business
- Evaluate marketing opportunities and assess the marketing performance of a business entity
- Evaluate the efficiencies and effectiveness of an organisation's internal resources and operations.
- Identify the critical determinants underlying successful companies within given business/market environments.

SYLLABUS

Management Functions

Planning: Levels, Decision Making, Barriers

Organising: Structures: Supporting Innovation / Change

Leading: Nature or nurture, Managing Groups and Teams

Controlling: Finance, People, Information, Ensuring Quality

Marketing Strategy and Planning

4Ps revisited

Pricing Policy

Product Branding

Consumer Markets

Measuring Customer Satisfaction

Managing Marketing Channels

Marketing Industrial Products / Services

Management and the internal environment

Demand Forecasting

Capacity Planning

Inventory Control

Value Chain Analysis

Quality Control

Product Design / Services

SWOT analysis
Value chain analysis
Portfolio analysis

Strategic Management

Strategy and mission statements
Strategic goals and objectives
Strategic planning
Business plans, monitoring and reviewing
Implementation of strategy

Management and the external environment

Analysing the market
Developing competitive strategies
Offensive and defensive strategies
Analysing competition
Business ethics and corporate responsibility
Legislation, society and cultures
The global environment

TEACHING & LEARNING METHODS

The module will mainly be delivered through lectures and supporting tutorials. Extensive use will be made of case studies for analysis purposes. It is also envisaged the tutorials will be based in smaller groups and will allow for more in-depth discussion of certain topics and deeper coverage of the material presented in the lectures. Guest speakers with strategic management decision-making experience will serve to further “earth” the management concepts and practices involved. It is expected that students will be required to read extensively on the subject matter in preparation for in-class case study analysis and discussion.

ASSESSMENT METHODS

40% of the marks for this module are allocated course work. This will consist of case study analysis, much of which will be conducted on an in-class basis. The remaining 60% of the marks are reserved for an end of semester examination.

RECOMMENDED READING LIST

General Management

Jones, GR & George, JM (2003) *Essentials of Contemporary Management*; McGraw-Hill
Robbins, SP & Coulter M, (2003) *Management 7th edition*; Prentice Hall
Dessler Garry, (2003), *Management: Principles and Management, Prentice Hall Practices for Tomorrow’s Leaders*, 3rd edition; Prentice Hall
Robbins SP & DeCenzo D; (2003), *Fundamentals of Management*, Prentice Hall

Operations Management

Slack, N.; Chambers, S. & Johnston, R. (2001): *Operations Management (3rd Edition)*, Prentice Hall
Martinich, J. (1997): *Production & Operations Management – An Applied Modern Approach*, John Wiley & Sons
Schroeder, R. (1993): *Decision Making In The Operations Function (4th Edition)*, McGraw Hill
Tomes, A. & Hayes, M. (1993): *Operations Management – Principles and Practice*, Prentice Hall
Muhlemann, A., Oakland, J. & Lockyer, K. (1992): *Production & Operations Management (6th Edition)*, Pitman

Marketing Management

Hollensen, S. *Marketing Management: A Relationship Approach*.
Pearson Education (2002)
Hooley, G., Saunders, J., & Piercy, N. *Marketing Strategy and Competitive Positioning (2nd edition)*
Prentice Hall (1998)

Kerin, R., & Peterson, R. *Strategic Marketing Problems: Cases & Comments*. (10th edition). Prentice Hall (2004)
Knox, S., Macklan, S., & Payne, A. *Customer Relationship Management*. Butterworth-Heinemann (2002)
Kotler, P. *Marketing Management* (11th edition) Prentice Hall (2003)
Murray, J., & O'Driscoll, A. *Managing Marketing: Concepts & Irish Cases*. (2nd edition) Gill & Macmillan 1999
Rosenthal, D., & Brown, L. *Cases in Strategic Marketing*. Prentice Hall (2000)

MODULE: MANAGING HUMAN RESOURCES

Stage: II
Credit Points: 7.5
Theme: Management
Assessment Weighting: Course Work 30% Examination 70%

INTRODUCTION

This module provides students with an in-depth understanding of the major human resource issues involved in managing a workforce in business organisation. The module explores the relationship between an organisations strategy, its culture and its HRM policies and procedures.

AIMS

The aims of this module are:

- To give students an overview of the Human Resource Management (HRM) function.
- To help students understand the organisational implications of fully implementing a HRM Programme.
- To introduce students to the different models of HRM integration with the organisations strategy.
- To help students understand the effect of culture and structure on HRM.
- To ensure students have a substantial understanding of HR Planning, Recruitment and Selection, Training and Developing and the Reward System.

LEARNING OUTCOMES

On successful completion of the module, students will be able to:

- Evaluate the context, limits and possibilities of Human Resource Management in terms of an organisations strategy, structure and culture.
- Assess the role of Human Resource Management within an organisation and its strategic fit with other departments.
- Apply the various Human Resource Management strategies to different situations both within and outside the firm.
- Appreciate the historical perspective of the management of people.
- Have a knowledge and understanding of the components of organisational HRM.

SYLLABUS

The Nature of Human Resource Management

Introduction

History of personnel management

Personnel role in the organisation

Strategy, policy and practice in personnel management

Business Strategy; Personnel Management and Human Resource Management

The Strategic role of Human Resource Management

Models of links between Business Strategy and Human Resource Strategy

Recruitment and Placement

- Human Resource Planning
- Job Analysis
- Recruitment
- Selection
- Training and Development
 - Work Design and Motivation
 - Training and Developing Employees
 - Appraising and Managing Performance
 - Managing Careers and Fair Treatment
- Reward Management
 - An effective reward system
 - Job Evaluation
 - The Reward Package
 - Financial and non-financial Rewards

TEACHING AND LEARNING METHODS

This module will be delivered through a combination of lectures and tutorials. The lectures will involve introducing students to many new theories and concepts, which will allow them understand the role of HRM in the following ways:

- Its practical implications in terms of implementing suitable HR strategies in relation recruitment and selection, training and developing, the reward system.

- The need to integrate HR strategies with organisational strategies.

Lectures will be formal lectures designed to impart knowledge. The theory and concepts surrounding HRM will be delivered to the student in great detail. The tutorials will be delivered through student involvement and participation. This will be encouraged through extensive use of case studies, videos and if necessary, guest lecturers from industry, to illustrate the practical implications of the many theoretical areas covered in lectures.

ASSESSMENT METHODS

Students will be assessed on a number of different areas of Human Resources through assignments, role-play, presentations, etc. Students will also sit an end of semester examination.

PRIMARY READING LIST

Dessler, G. 9/e. *Human Resource Management*. Prentice Hall. ISBN: 0130664928

Gunnigle, P., Heraty, N., Morley, M., (2002) 2/e. *Human Resource Management in Ireland*. Gill & Macmillan. ISBN: 0717133621

RECOMMENDED READING LIST

Torrington, Hall & Taylor (2002) 5/e *Human Resource Management* Prentice Hall. ISBN: 0273646397

Harvard, B & Sunday Times. *Performance Appraisal*. Kogan Press. ISBN: 0749433191

Dale, M. *A Managers Guide to Recruitment and Selection*. Kogan Press. ISBN: 0749438967

Journals and Papers to refer to for research:

Sunday Business Post

Irish Times

Harvard Business Review

Business and Finance

Business Plus

Websites for research:

www.socreonline.org.uk

www.shrm.org

www.organisations@onepine

www.accel-team.com

www.prenhall.com

MODULE: FINANCIAL MANAGEMENT

Stage:	II
Credit Points:	7.5
Theme:	Finance
Assessment Weighting:	20% Coursework and 80% Final Examination

INTRODUCTION

This module introduces the basics of Financial Management and their application in practice. It provides a good foundation for the more complex topics, which are explored in Strategic Financial Management (Stage III).

AIMS

The aim of this module is:

To introduce a knowledge and understanding of the role of financial management in project appraisal and business planning and control

LEARNING OUTCOMES

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

- Understand the workings of the Financial System
- Advise on the suitability of particular sources of finance to individual situations
- Demonstrate an understanding of the importance of working capital management to the organisation and the tools to manage it
- Appreciate the importance of Investment Appraisal and understand the various evaluation techniques
- Analyse a company's performance and make appropriate recommendations

SYLLABUS

Introduction to Investment Appraisal
An appreciation of the basic evaluation techniques:
Payback
Accounting Rate of Return
NPV and IRR,
Discounted Cash Flow.
Understanding of Relevant Cash Flows
Management of Working Capital
Cash management including Cash Budgets
Sources of short-term finance and the various models to manage cash
Debtor Management
Credit evaluation
Credit policy
Discounts
Systems and techniques to control debtors
Creditors as a source of finance
Impact of discounts.
Stock Management
Use of various models e.g. Economic Order Quantity.
Sources of Finance
Understanding of impact of Share and Loan Capital on the organisation and the providers of capital
Features of the various instruments and their suitability
Leasing
Bank Finance
Grants etc.
Performance Appraisal
Analyse the performance of an organisation
Understand the important ratios which are used in evaluation

TEACHING AND LEARNING METHODS

The module will be delivered by means of formal and participative lectures supported by tutorials. These will be supplemented by course notes on specific issues that may require closer examination, analysis and research.

ASSESSMENT METHODS

Class work and directed assignments will be allocated on a regular basis. Students will be required to complete the necessary assignments throughout the module. Students will be advised how to undertake the assignments both in terms of the research and the presentation format involved. Assignments will account for 20% of the course marks. The remaining 80% will be reserved for a closed book examination on module completion.

PRIMARY READING LIST

'Management and Cost Accounting' Drury, C., Chapman & Hall (Current Edition)

RECOMMENDED READING LIST

Management & Cost Accounting, Horngren, Bhimani, Datar, Foster, Prentice Hall (1999)

MODULE: BUSINESS INFORMATION SYSTEMS

Stage:	II
Credit Points:	7.5
Theme:	Information Technology
Assessment Weighting:	20% Coursework and 80% Final Examination

INTRODUCTION

This module is designed to demonstrate how to deliver business solutions through Information Technology. Emphasis is placed on the importance of the tasks involved in directing software development teams or through using end user applications themselves to meet the needs of the business environment. The module covers a variety of stages in the development process and examines the use of common tools and models used in system development and design.

AIMS

The aims of this module are:

- To introduce students to the importance of good information as a critical resource to management.
- To formulate students' knowledge of producing information and the strategies applied to information systems design and development.
- To assist students in recognising design methods and their relevance to software development.
- To provide students with an understanding of the composition of project teams and the various roles of team participants.
- To provide students with an awareness of the various technologies available and what constitutes a BIS.

LEARNING OUTCOMES

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

- Evaluate the nature and use of quality information systems.
- Demonstrate an understanding of modern structured systems design and development methodologies for hardware and software solutions.
- Examine the main areas of participation in specification and delivery of systems to the end users.
- Identify how effective software solutions relate to each particular market and industry.
- Identify how appropriate solutions may be selected to enhance computerised projects and delivery of quality information to management.

SYLLABUS

Systems Management and Development
Define characteristics of good information
Align IS and IT Strategies
Stages of the Systems Development Life Cycle
Differentiate between Waterfall and Spiral Methods
Project Monitoring and Quality Control
Feasibility Studies, Contents and Issues
Pre Development Considerations
Project Initiation Planning and Monitoring
Terms of Reference
Evaluating Current Systems
Defining User Requirements against Existing Systems
Broadly identify issues contained within System and User Specifications
Documenting Existing Procedures and user requirements
System Development Design and Selection
Cost Issues including cross charging
Investigate user requirements
Waterfall and Spiral Approaches
Prototyping as a Development Tool
External Design and Selection of Software Solutions
Software Packages and Bespoke Systems
Methods and Metrics for Software Selection
Technical Support Issues
CASE Tools
Rapid Application Development Techniques
Joint Application Developments
Evaluation of Information systems for quality, legal and other issues
Hardware Issues
Implementation
Selection of Software Implementation Method and Delivery
User Training
Software Support and Project Management
Performance Measurement and Quality Assurance
Legal Issues
Acceptance Testing
Change Management Review
Security Issues
Organisational Controls
Procedural Controls
Access Control
Program Monitored Security
Post Implementation and Systems Evaluation
Housekeeping Routines
Define Performance and Volume Requirements
Quality Assurance and Value for Money
Metrics of Success
Categories of Maintenance

TEACHING AND LEARNING METHODS

This module will be taught by means of formal lectures and class assignments. Guest lecturers will provide specialist sessions as appropriate. The lecturer will guide the students on how to prepare and present their assignments.

ASSESSMENT METHODS

Course work accounts for 20% of the marks, while the remaining 80% of the marks are allocated to an end of term examination on module completion.

PRIMARY READING LIST

Essentials of Management Information Systems 5th Edition, Laudon and Laudon.

*Business Information Systems Analysis, Design and Practice.*4th Ed. Curtis Cobham Prentice Hall

RECOMMENDED READING LIST

Business Information Systems Technology, Development and Management for the E-business, Bocij, Chaffey, Greasley, Hickie 2nd Ed. Prentice Hall, 2002.

Introduction to Information Systems 11th. Ed. James A. O'Brien Mc Graw Hill

Information Systems, Foulks Lynch 2003..

MODULE: COMPANY & PARTNERSHIP LAW

Stage: II

Credit Points: 7.5

Theme : Business Environment

Assessment Weighting: 20% Coursework and 80% Examination

INTRODUCTION

This module is aimed at providing students with a clear understanding of the key premises of company law. A background in this area is essential not only for those students seeking to enter any aspect of the business world. Knowledge of Company Law is critical to the work of accountants, tax consultants and even to those individuals who may wish to act as directors of a company in the future. The module will seek to familiarize students with the concept of Limited Liability and the consequences flowing from that status. In addition, attention will be paid to other fundamental matters such as the 'lifting of the corporate veil', corporate governance, the rights of minority shareholders and the numerous issues arising out of both the voluntary and involuntary winding up of companies.

AIMS

The aims of this module are to provide students with:

- An overview of the law relating to partnerships and limited liability companies.
- An appreciation of the role of Directors in the area of corporate governance
- A knowledge of the procedure for both the voluntary and involuntary winding up of companies and the role played by liquidators in each of these processes.
- An understanding of the functions, duties and obligations of certain officers e.g. directors, auditors, company secretary etc.
- A knowledge of the practice and procedure applicable to debt collection and the ability to draft the documents necessary for the recovery of debts.

LEARNING OUTCOMES

On successful completion of this module, students will be in a position to:

- Compare and contrast a limited liability company with a partnership
- Explain the core concept of Limited Liability and discuss the circumstances in which the corporate veil will be lifted
- Apply the doctrine of *Ultra Vires* to specific factual situations
- Define the duties of Directors and state the role of Directors in corporate governance
- Explain the role of liquidators in the voluntary and involuntary winding up of companies
- Describe the circumstances in which individuals may be held liable under both criminal and civil law for reckless and fraudulent trading
- Differentiate between fixed and floating charges.

SYLLABUS

Forms of Business Organisation
The distinction between Companies, Partnerships & Sole Traders
Introduction to Partnership Law
Formation of a Partnership
Liability of Partners
Partnership Property
Dissolution of a Partnership
The Essential Elements of Company Law
Types of Companies
Separate Legal Personality & Lifting the Corporate Veil
Formation & Registration Procedure
The Memorandum and Articles of Association of Companies
Company Contracts
The Doctrine of Ultra Vires
The Rule in Turquand's Case
Corporate Governance and the role of Directors
The role of Majority Shareholders in the AGM
The rights of Minority Shareholders
Company Registers, Books of Accounts and Company Secretarial Functions
Company Borrowing:
Debentures
Differentiating between Fixed & Floating Charges
Registration of Charges and Priority Issues
The appointment of a Receiver
The Powers and Duties of Receivers
Personal Liability of Receivers
The procedure for the appointment of a Liquidator
The distinction between Voluntary & Compulsory Liquidation
Minority Oppression & Winding Up
Fraudulent Preference
The Procedure for appointment of an Examiner
The Powers and Duties of an Examiner
Fraudulent and Reckless Trading by Company Officers
Insider Dealing

TEACHING AND LEARNING METHODS

The module will be presented by a series of formal lectures. These lectures will be supported by tutorials. The purpose of the tutorials will be two-fold. In the first place, the tutorials will supplement the material covered in formal lectures by focusing on specific areas and providing students with a clearer understanding of the core principles of Company Law. In the second place, tutorials will be utilized to teach students the more practical skill of drafting a letter of demand. Since this is a Stage III module, the module will be of a more intensive and comprehensive nature as compared with modules from earlier stages.

ASSESSMENT METHODS

Students will be set one written assignment during the academic year, accounting for 20% of assessment marks. The assignment will comprise a problem question postulating a factual situation and requiring students to apply the relevant legal principles to the facts of the question. In addition, 80% of the assessment marks will be based on a formal examination. The formal examination will consist of both essay and problem questions. There will also be a compulsory drafting question in the examination, assessing the students' ability to draft a letter of demand for the recovery of a debt.

PRIMARY READING LIST

Keane, *Company Law*, (2000) 3rd Edition, Butterworths
The Companies Acts 1963-2001

RECOMMENDED READING LIST

Courtney, *The Law of Private Companies*, (2002) 3rd Edition, Butterworths

The Commercial Law Practitioner

Forde, *Company Law*, (1999) 3rd Edition, Roundhall Sweet and Maxwell

MacCann, *A casebook on Company Law*, (1991) Butterworths

Forde, *Cases and Materials on Irish Company Law*, (1998) 2nd Edition, Roundhall

MODULE: ENTERPRISE DEVELOPMENT PROJECT

Stage:	II
Credit Points:	7.5
Theme:	Business Environment
Assessment Weighting:	100% Coursework

INTRODUCTION

This module serves two related purposes. Firstly, it provides a series of lectures and related tutorials on how enterprises are developed addressing both small start up entrepreneurial ventures and the management of development initiatives in larger organizations. This will be supported by the analysis of case studies and by the direct engagement with guest lecturers with proven track records in enterprise development at local level and where possible at national and international level.

Secondly, it maintains a strong applied focus by requiring students to work in groups to develop their own business ideas to commercial proposal stage. This group-based work is designed to assist their preparation for working in interdisciplinary teams with students adopting particular roles (e.g. project managers, marketers, financial advisors, etc.). It is further planned that students will get the opportunity to work with students on other related programmes (e.g. BAAF, BAIHM) to widen their experience base.

Central to the project element is the identification of a core business idea or proposal. This is then researched with a view to producing a realistic business plan with supporting marketing, financial, staffing, legal proposals. In particular, it requires students to research information from a variety of sources, to analyse and interpret the data obtained in order to reach appropriate and defensible findings and recommendations. The project requires them to integrate data and information from a broad range of industry sources and orientations (e.g. marketing, social, financial, technical, political, etc.) and to apply project management principles to its successful and timely completion.

AIMS

To provide students with the opportunity to:-

- Integrate theory with practice
- Reinforce existing knowledge and skills through practical application
- Ensure team work and individual participation
- Develop the students' research, intellectual and practical skills within the context of a significant business/finance project or issue.
- Develop the students' managerial skills and professionalism in terms of project management and communication.
- Strengthen and improve students' ability to identify and source relevant industry information.
- Ensure students' ability to investigate and evaluate a range of materials and apply critical thinking and problem solving skills
- Enhance students' personal skills as independent learners and as innovative, forward thinking individuals.

LEARNING OUTCOMES

On completion of this module students will have be able to:-:

- Understand the process and dynamics of enterprise development

- Recognise key determinants underpinning successful enterprise development (e.g. personal, financial, structural, customer needs orientation, etc.)
- Recognise key learning opportunities arising from both successful and failed business ventures.
- Demonstrate a comprehensive understanding of the purpose, value and role of research in the management and development of business
- Possess an extensive and comparative knowledge of the wide variety of information sources available
- Demonstrate autonomy with reference to sourcing and extracting relevant information from a range of primary sources of information
- Critically review and evaluate a body of knowledge relevant to a specific business matter
- Communicate results of a project effectively, and present oneself and one's data in a professional manner to an audience of peers, lecturers and industry specialists

SYLLABUS

Enterprise Development Issues

- Generating the business idea / concept
- Evaluating business opportunities (e.g. market, customer needs, staff)
- Key Determinants of Success / Failure
- The Entrepreneurial role
- Networks and Alliances
- Cultural / Ethical Perspectives

The Enterprise Development Process

- Developing the Business Idea
- Development of Business Plans / Proposals
- Identifying / Securing Support Structures (e.g. Govt., EU, Private.)
- Implementation: Legal, Tax, Certification issues
- Building a core team
- Managing the start-up / pilot process
- Maintaining the Financial focus (profit, cash flow)
- Getting to Launch

Early Stage Enterprise Management

- Establishing Procedures / Practice
- Stakeholder Influences / Controls: Govt, Industry
- Securing Markets / Overcoming Switching Costs
- Product / Service Reliability Issues
- Managing Growth / Rapid Change

Researching Business Ideas

- Purpose, Value and Role of Research
- Conducting Business / Industry Research
- The Research Process
- Sources of Data
- Market Analysis

Types of Research

- Primary research
- Secondary research
- Data reliability issues
- Qualitative / Quantitative data
- Ethical considerations
- Presenting data

Financial Analysis & Review

- Pricing, CVP Analysis
- Financial Ratios
- Forecasting Methods
- Budgetary Control
- Financial management & sources of finance
- Set-up costs and investment decisions
- Performance indicators

Industry Environment Analysis: (Review)

Political and Legal Considerations
Economic and Social Considerations
Technological Considerations
National and International Trends

TEACHING AND LEARNING METHODS

The teaching panel will support the delivery of the module in two ways. Entrepreneurship will be presented by means of lectures involving the consideration of case studies. These will be supported by participative guest lectures allowing for open discussion on lessons learnt in company start-ups. Students will also be assisted in how to conduct their research project. This will be provided in the form of regular project review sessions, which will be held in class. This approach has proven very successful in other programmes in advancing the quality of student work produced, while keeping projects on-track throughout their duration. The naturally competitive spirit arising from in-class peer evaluation serves to advance the overall professional quality of the work produced.

ASSESSMENT

This module will be assessed by examination (40%) and project work (60%). Marks for the project will be further divided as follows:

20%	Research
20%	Project Management Report (this will require the student to maintain and submit a learning log in relation to their contribution to the overall project)
40%	Project Proposal (Written Submission)
20%	Project Presentation

READING LIST

O’Gorman, C and Cunningham, J, *Enterprise in Action*, Oaktree
Jankowicz, AD, (200), *Business Research Projects*, Thomson Learning
Garavan, T et al, *Entrepreneurship & Business Start-Ups in Ireland, (Overview and Cases)*, Oaktree.
Lambing, P A (2002, *Entrepreneurship*, 3rd edition, Prentice Hall
Malhotra & Birks, (2000), *Marketing Research*, Prentice Hall
Butler, David, (2001), *Business Development: A guide to small business strategy*: Butterworth & Heinemann
Bolton B & Thomson J, (2000) *Entrepreneurs*; Butterworth & Heinemann
Mandel, S, (1997) *Effective Presentation Skills*, Kogan Page
Lavern S, Urlacher R, (1999) *Small Business Entrepreneurship: An Ethics and Human Relations Perspective*; Prentice Hall

MODULE: STRATEGIC MANAGEMENT

Stage:	III
Credit Points:	10
Theme:	Management
Assessment Weighting:	40% Coursework and 60% Examination

INTRODUCTION

This module is interdisciplinary in its approach and is designed to enable students analyse the factors which determine whether an organisation excels, survives, or dies, and on the basis of such analysis will prescribe long term strategies which will enable the operation to achieve its corporate objectives.

AIMS

The aims of this module are:

- To ensure students are fully cognitive of how strategic management is designed to improve the student’s sensitivity to strategic issues and the quality of their strategic thinking
- To provide students with the opportunity to explore features that set strategy apart from functional or specialised management

- To ensure students have adequately developed the necessary skills to apply the tools required to determine the strategic fit between an organisation and its environment.

LEARNING OUTCOMES

On completion of this module, students will be able to:

- Critically examine the strategic recipes and approaches to strategic thinking employed by organisations
- Develop a high level of understanding of concepts, theoretical ideas and empirical research, which underpin the study and management practice of strategy.
- Challenge these concepts and develop their own view on the part managers play in the making of strategy.

SYLLABUS

Introduction to corporate strategy
Differences between strategy and day to day organisational operations
The language of strategy
What makes good strategy
A review of theory and practice
Historical content of strategy
Prescriptive theories versus emergent theories
Concept of strategic drift
Analysis of the macro environment
Consideration of organisation context
PEST analysis
SWOT analysis
Key factors for success
Contribution of Porter
Analysing markets and competitors
Concept of product portfolio
Competitive strategies
Developing sources of sustainable competitive advantage
Analysing organisation markets
 Market segmentation
 Customers and customer driven strategy
 Stakeholder analysis
Analysing organisation resources
 Make or buy decision
 Value chain
 Value system
 Hierarchy of resources
Analyse of organisation human resources
 Human resource audit
 Organisational culture
 International culture prospective
Analyse of organisation operational resources
 The role of operations in adding value
 Lean thinking and quality systems

TEACHING AND LEARNING METHODS

This module will be delivered by means of formal and participative style lectures as well as small group tutorials to discuss in detail material presented in the lectures. Guest speakers will be invited from relevant industry fields to share industry experiences. Interactive discussion and extensive in-class application of theories through case studies will also be used. Students will make group presentations and where applicable share their own work experiences.

ASSESSMENT METHODS

Course work will account for 40% of the marks and may typically be presented in the format of case study analysis and essay type assignments, and may involve individual or group assignments depending on the particular case and the complexities involved. A written examination will be held on module completion and will account for the remaining 60% of the marks.

PRIMARY READING LIST

Lynch R, (2001) Corporate Strategy, 3rd edition, Financial Times / Pitman

Johnson, G & Scholes, K, (2000) Exploring Corporate Strategy: Texts and Cases, Prentice Hall

RECOMMENDED READING LIST

In Sam We Trust, Ortega, B. Kogan Page (1999)

No Frills, Calder, S. Virgin Books (2003)

MODULE: TAXATION

Stage:	III
Credit Points:	10
Theme :	Finance
Assessment Weighting:	20% Coursework 80% Examination

INTRODUCTION

This module is specifically designed to ensure students are fully cognitive of the dynamics of a particular taxation system and its operation. The module provides wide coverage of the most up-to-date aspects of taxation.

AIMS

The aims of this module are:

- To ensure students have a sound knowledge and understanding of a particular taxation system and its operation
- To provide students with the opportunity to explore the impact of all major taxes on the transaction of individuals, partners and companies
- To ensure students fully appreciate the importance of taxation in personal and corporate financial planning and decision making
- To enable students apply their knowledge and understanding to practical situations involving computation, explanation, discussion and advise in relation to taxation
- To provide students with the opportunity to minimise tax liabilities by making full use of the available options, relief and exemption

LEARNING OUTCOMES

On successful completion of the module students will be able to:

- Describe the administrative procedures of the Revenue Commissioners particularly the self-assessment system.
- Prepare an income tax competition to include charges, allowances and tax credits for married persons, single and separate assessment.
- List and demonstrate a broad knowledge of the major legal cases in relation to capital and revenue expenditure, allowable expenses and plant and machinery.
- Explain the basis of assessment for various types of income for individuals and partnerships.
- Define plant, machinery and industrial buildings for capital allowances purposes and prepare capital allowances computations.

Describe the various incentives available under the urban and rural renewal schemes.
 Describe the main features of the Business Expansion Scheme, Feed Capital Relief and Film Investment.
 Explain the tax treatment of losses from both an individual and a company perspective.
 Prepare a detailed Case I/II computation for an individual and a company
 Identify exemptions and relief's for ex-gratia lump sum payments and calculate same.
 Define and discuss, domicile, domicile of origin, domicile of choice, residence and ordinary residence.
 Explain and calculate the foreign earnings deductions.
 Explain the scope of capital gains tax.
 Prepare a CGT computation to include shares part disposals and enhancement expenditure.
 Explain and calculate rollover, retirement, paper for paper relief's and prudential private residence relief.
 Prepare a basic corporation tax computation.
 Explain and compute manufacturing relief and small company relief.
 List the consequences of being defined as a close company and calculate the tax consequences of same.
 Define, explain and compute the various types of group relief.
 Explain and calculate double tax relief.
 Describe the scope of VAT.
 Prepare a basic VAT computation.
 Outline the main features and rates of VAT.
 Explain the main features of VAT on property.
 Compare alternative remuneration packages of individuals and directors.

SYLLABUS

Outline of Tax Administration, Self Assessment System, Error or Mistake Claim, Payment of Income Tax, Tax return Filing Dates, Surcharge and Penalties, Structure of the Revenue, Revenue Powers, Revenue Audit, Taxpayers Charter of Rights, Appeals.
 Outline of Income Tax, Classification of Income, Basis of Assessment, Charges on Income, Covenants, Protected Interest, Maintenance Payments, Patent Royalties and Retirement Annuities, Tax Credits, Married Persons, Single Joint and Separate Assessment, Year of Marriage, Death of Taxpayer.
 Trade/Professional Income, Badges of Trade, Capital V Revenue Expenditure to include main case law, Expenses incurred for purpose of Trade to include main case law, Computation of Assessable Profit, Basis of Assessment, Commencement, Cessation, Change of Ownership/Death, Partnerships Subcontractors, Change of Accounting Date.
 Taxation of Investment Income, Case III, Case IV, and Schedule to include
 Income Taxed under the Relevant Case and Basis of Assessment, Case V, Income Taxable under Case V, Basis of Assessment, Allowable Deductions, Premiums on Leases, Section 23 Relief.
 Capital Allowances, Definition of Work and Industrial main case law, Calculation of Main Capital Buildings Allowances, Capital Allowances and Loss Forwards, Disposal of Assets, Commencement/Cessation Basis.
 Urban and Rural Renewal Schemes, General Overview, Main Relief's available, Capital Allowances, Double Rent Deduction, Section 23 Relief and Allowance to owner occupiers on construction/refurbishment of residential premises, park and ride facilities.
 Schedules, Classification of Income, Qualifying Expenses, Employed V Self-Employed, Benefits in Kind, Termination Payments, Page System, Employee Share Schemes, PRSI and Levies.
 Exemptions and Reliefs, Low Income Exemption, Investment in Forestry, Patent Increase, An Post Savings Schemes, Business Expansion Schemes, Permanent Health Insurance, Pensions Seed Capital Relief, Film Investment.
 Income Tax Losses, Case and Trade Loses, Excess Capital Allowances, Excess Charges, Terminal Losses, Case and Losses
 Residence and Domicile, Meaning of Term Domicile, Domicile of Origin of Choice, Residence, Ordinary Residence, Remittance Basis, Split Year Treatment, Foreign Earnings Deduction.
 Capital Gains Tax, Scope of Capital Gains Tax, Chargeable Assets and Persons, Irish Specified Assets, Disposals land, Enhancement Expenditure, Losses, married Persons, Tax Payment Date, Withholding Tax and Return Filing, Company Capital Gains, Connected Persons.

Capital Gains Tax, Exempt Disposals, rollover Relief, Replacement of Business Assets, Rollover Relief Shareholders, Retirement Relief, Disposal of a Business to a company, Insurance Proceeds, Principal Private Residence, Shares General Rights Issues, Bonus Issues.

Corporation Tax, Company Residence, Scope of Computation of Profits, Accounting Manufacturing Relief, Small Company Relief, Dividend Withholding Tax, Close Companies, Definitions, Consequences, Payment of Private Expenses, Loans to Participators, Payment of excess interest to Directors, Surcharge on Undistributed Investment and Rental Income, Corporate Losses, Late Filing Surcharges, Group Relief, Definitions, Inter Group Payments, General Rules for Group Relief, Capital Gains Tax Group, Definition, Transfer of Assets Intergroup, Company Leaving a Group, Development Land Gains, Group Capital Losses, Overseas Aspects, Permanent Establishment, Trading Overseas via a Subsidiary or a Branch, Double Taxation Relief.

Value Added Tax, The Mechanics of VAT, Charge to VAT, Rates of VAT, Chargeable Amount, Exempt and Zero Rated Supplies, Allowance and Disallowable Deductions, Invoices, Imports, Exports, Property and Administration, Tax Planning, Remuneration Packages, Incorporation of a Business, Choice of Business, Medium, Disposal of a Business Directors and Shareholders.

TEACHING AND LEARNING METHODS

This module will be delivered through lectures and tutorials. Lectures will be used to impart knowledge and understanding and will also allow students to carry out problem solving exercises that can be used to give students immediate feedback - in this way student learning can be monitored in the classroom. The learning method will often require students to read prescribed texts and reading material prior to class, and then to actively participate in discussions and group work by expressing opinions and asking questions. The student also requires additional reading material to supplement lectures and tutorials and to ensure a greater depth of understanding.

ASSESSMENT METHODS

20% of the marks have been allocated to coursework, with the remaining 80% being reserved for end of semester examination upon module completion.

PRIMARY READING LIST

Taxation Manual, Griffith College Publications, Current Edition
Taxation Summary, The Institute of Taxation, Current Edition

MODULE: ADVANCED FINANCIAL REPORTING

Stage: III
Credit Points: 10
Theme: Accounting And Finance
Assessment Weighting: Coursework 20% Examination 80%

INTRODUCTION

This module is designed to give students a thorough grounding in the practical and theoretical aspects of financial accounting at an advanced level.

AIMS

The aims of this module are:

To ensure the student can apply the relevant knowledge to various situations
To enable the student to appreciate the current issues in financial reporting

LEARNING OUTCOMES

On module completion, students will be able to:

Discuss what is meant by a conceptual framework

Describe the objectives of financial statements and the qualitative characteristics of financial statements.

Define the elements of financial statements.

Outline the principles of agency theory.

Outline the principles of the timing of revenue recognition

Describe the problems with historic cost accounting during periods of rising prices.

Explain the concepts of current purchasing power accounting and current cost accounting including the concept of capital maintenance.

Explain the economists views of income capital and value.

Describe the influence of EC Directives on company financial reporting.

Explain the role of the Companies Acts in financial reporting.

Outline the standard setting process and the role of the:
Financial Reporting Council
Accounting Standards Board

Evaluate the developments and the impact on companies of moves towards global harmonisation of accounting.

Explain the procedures and accounting entries for the buy back of shares.

Prepare the profit and loss account and balance sheet of a limited company in accordance with the Companies Acts, SSAPs and FRS's as outlined in the syllabus.

Discuss the issues involved in accounting for brand names, intellectual property, substance of transactions over their legal form, goodwill, intangible assets, deferred taxation and leases.

Calculate distributable profits for both a private company and a public company.

Describe the procedures involved in a capital reduction scheme, implement a capital reduction scheme and prepare a revised balance sheet.

Prepare the consolidated profit and loss account and balance sheet for a group in accordance with the SSAP's and FRS's as outlined in the syllabus.

Explain the different methods which could be used to prepare group accounts.

Discuss the issues involved in accounting for associates and joint ventures.

Calculate useful financial ratios from single company of groups financial statements.

Prepare and interpret cash flow statement including relevant notes for a single company and for a group.

Calculate and appraise a range of acceptable values for shares in an unquoted company and for the purchase of a business entity.

Discuss various financial and non-financial measures of performance.

Describe the current approach for social and environmental reporting.

SYLLABUS

Introduction, the ASB's statement of Principles for Financial Reporting, Agency Theory, Revenue Recognition, Accountant's view of income capital and value, Economists view of income, capital and value, income capital maintenance and changing price levels.

Regulatory Framework, structure of the Irish regulatory framework including EC Directives and Companies Acts and the Stock Exchange. The standard setting process including the progression towards international harmonisation.

Preparation and Presentation of Financial Statements for Limited Liability Companies.

Accounting for the buy back of shares, FRS 3 Reporting Financial Performance and FRED 22 revision of FRS 3. FRS 4 Capital Instruments, FRS 5 Reporting the substance of transactions, FRS 8 related Party Transactions. FRS 10 Goodwill and Intangible Assets, Brand Accounting Intellectual Property. FRS 11 Implementation of Fixed Assets and Goodwill, FRS 12 Provisions, Contingent Liabilities and Contingent Assets, FRS 14 Earnings per Share, FRS 15 Tangible Fixed Assets, FRS 16 Current Tax, FRS 19 Deferred Taxation, FRS 18 Accounting Policies, Distributable profits. Capital reduction schemes. SSAP 4 Grants, SSAPs Value Added Tax SSAP 13 Research and Development SSAP 17 Post Balance Sheets Events AP 19 Investment Properties SSAP 21 Leases and Hire Purchase Contracts SSAP 25 Segmented Reporting Group Financial Statements, Preparation of Consolidated and Profit and Loss Accounts and Balance Sheets, FRS 2 Accounting for Subsidiary Undertakings, FRS 7 Fair Values in Acquisition Accounting, FRS 6 Acquisitions and Mergers, FRS 9 Associates and Joint Ventures, Foreign Currency Translation and Consolidation SSAP 20.

Analysis and Interpretation of Financial Statements and related information.

Preparation of reports on financial performance for various user groups.

Preparation and analysis of cash flow statements of a single company and of a group.
The valuation of shares and the purchase of a Business entity
Non-Financial Ratios
Multivariate Analysis - Z scores, A score.
Social and Environmental Reporting

TEACHING AND LEARNING METHODS

This module will be taught using a combination of lectures and tutorials, where group discussions will be encouraged.

ASSESSMENT METHODS

A combination of an end of semester examination and two assignments will be used to assess this module.

PRIMARY READING LIST

Financial Accounting and Reporting, Elliot and Elliot 2001-2002 Prentice Hall
Advanced Financial Accounting Current Edition --Griffith College Publications Ltd

RECOMMENDED READING LIST

Davies, Patterson and Wilson UK GAAP--7 th edition Butterworth & Heinneman

MODULE : AUDITING & INTERNAL REVIEW

Stage: III
Credit Points: 7.5
Theme : Finance
Assessment Weighting: Coursework 20% Examination 80%

INTRODUCTION

This module provides students with a detailed insight into the scope of the auditing and internal review process. It is specifically presented at an advanced level to ensure students are aware of the application of this process within the external regulatory framework.

AIMS

The aims of this module are:

To develop knowledge and understanding of the audit process and its application in the context of the external regulatory framework and for business control and development.

LEARNING OUTCOMES

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

Recognise the nature, purpose and scope of auditing and internal review, including the role of external audit and its regulatory framework, and the role of internal audit in providing assurance on risk management and on the control framework of an organisation

Identify risks, describe the procedures undertaken in the planning process, plan work to meet the objectives of the audit or review assignment and draft the content of plans

Describe and evaluate accounting and internal control systems and identify and communicate control risks, potential consequences and recommendations

Explain and evaluate sources of evidence, describe the nature, timing and extent of tests on transactions and account balances (including sampling and analytical procedures) and design programs for audit and review assignments

Evaluate findings, investigate inconsistencies, modify the work program as necessary, review subsequent events, and justify and prepare appropriate reports for users within and external to the organisation, including recommendations to enhance business performance

Discuss and apply the requirements of relevant Statements of Auditing Standards

SYLLABUS

Audit Framework

The development and changing nature of audit.

Statutory audits, accountability, stewardship and agency.

Professional ethics and codes of conduct, their application to external audit and internal audit.

Responsibility for fraud and error.

Internal Audit and Internal Review

The role of internal audit and internal review and their relationship with:

Corporate governance

Risk management

Organisational control

Corporate objectives

Combined code on corporate governance

Scope and functions of internal audit, the nature and extent of internal audit assignments.

Outsourced internal audit functions.

The nature and extent of internal review assignments including operational, systems, value for money, best value and financial reviews.

Differences between the role of internal audit and external audit

Regulation

Statements of Auditing Standards:

Their development and role

Their relationship with International Standards on Auditing

Auditors:

Regulation and supervision

Their relationship with Government

The role of the Auditing Practice Board and other UK standard setting bodies.

Planning and Risk

Objectives of audit and review assignments, the relevance of stakeholder dialogue.

Communicating the objectives of audit and review assignments.

Analytical procedures.

Risk assessment.

Materiality, tolerable error, and sample sizes.

Design and documentation of the plan and work program.

Co-ordination of the work of others.

Information technology in planning and risk assessment.

Internal Control

Objectives of internal control systems.

Inherent weaknesses in internal control systems.

The use of internal control systems by auditors.

Transaction cycles (revenue, purchases, payroll, inventory, capital expenditure).

The use of internal control systems by auditors including ICQs, ICEs and tests of control

Communication with management.

Other Audit and Internal Review Evidence

Financial statement assertions: assets, liabilities, income and expenditure, including accounting estimates.

Assertions reported on and opinions provided in review assignments.

Analytical procedures as substantive evidence.

Balance and transaction testing.

Computer-assisted audit techniques, their uses and limitations.

Management representations.

Audit sampling and other selective testing procedures.

Subsequent events reviews.

Going concern reviews.

The overall review of evidence obtained.

Modifications to the plan and work program in the light of findings.

Reporting

Format and content of unqualified and qualified audit reports on financial statements.

Format and content of review reports and other reports on assignment objectives.

Recommendations for the enhancement of business performance.

TEACHING AND LEARNING METHODS

This module will be delivered through lectures and tutorials. Lectures will be used to impart basic knowledge and understanding, and will also allow students to carry out problem exercises to give students the opportunity to practice techniques – in this way, students' learning can be monitored in the classroom. The learning method will often require students to read assigned material prior to class, and to then participate in discussions and group work by expressing opinions and asking questions. Particular emphasis will be placed on the practical application of concepts and theories central to auditing. The subject also requires additional reading to supplement the lectures and tutorials and to ensure a greater depth of understanding.

ASSESSMENT METHODS

20% of the marks will be allocated to course work. The remaining 60% is allocated to an end of semester examination will be held on module completion.

PRIMARY READING LIST

Cosserat, Graham W., (2000) *Modern Auditing*. Wiley.
Gray, Iain and Manson Stuart (2000), *The Audit Process* 2nd Edition. Thomson Learning.
Foulks Lynch, Paper 2.6 *Audit and Internal Review*, Foulks Lynch

RECOMMENDED READING LIST

O'Regan, David.(2003) *International Auditing: Practical Resource Guide*. Wiley
Reider, Rob. (2002). *Operational Review: Maximum Results at Efficient Costs*. 3rd Edition. Wiley.
Reider, Rob (2002) *Operational Review Workbook: Case Studies, Forms and Exercises*. Wiley.
Ricchiute, David. (2003). *Auditing and Assurance Services*, 7th Edition. South Western College Publishing.
Rittenberg, L.E., and Schwieger, B.J. *Auditing: Concepts for a changing Environment*. 4th Edition. South Western College Publishing.

MODULE: **ADVANCED MANAGEMENT ACCOUNTING**

Stage: III
Credit Points: 7.5
Theme : Management Accounting Techniques
Assessment Weighting: Coursework 20% Examination 80%

INTRODUCTION

This module builds on the knowledge acquired at stage II. It enhances the student's ability and awareness of advanced management accounting techniques and topics.

AIMS

This module aims to:

- Develop knowledge, understanding and application of management accounting techniques for business planning and control

LEARNING OUTCOMES

On completion of this module students will be able to:

- Identify and implement appropriate costing systems and techniques
- Understand the basic principles of strategic management accounting
- Understand the principles of budgeting, prepare budgets and use them to control and evaluate organisational performance
- Understand and apply the various management accounting techniques to business decisions

- Appreciate the current developments in management accounting
- Evaluate the strategic performance of a business and recommend appropriate performance measures
- Identify the information needs of management and contribute to the development of appropriate systems.

SYLLABUS

Objectives of management accounting in relation to planning, control and decision making, current issues in management accounting, behavioural implications of different costing approaches including performance evaluation, implications of costing approaches for profit reporting, the pricing of products and services.

Absorption, marginal and opportunity cost approaches to the accumulation of costs, activity based costing, use of cost drivers and activities, life cycle and target costing.

Interpretation of variances, planning and operational variances, behavioural implications, mix and yield variances

Objectives of budgeting, planning and control systems including behavioural implications, evaluations of budgetary systems such as fixed, flexible, zero based, incremental periodic, continuous and activity based, the budgetary system principal budgets, cash budgets and a review of budgets.

Concepts of correlation, basic time series analysis and forecasting, use of computer based models.

Decision making, pricing strategies and the evaluation of pricing decisions, price / demand relationships, relevant costs and pricing decisions, transfer pricing and decision making. CVP analysis and profit maximisation, product profitability and limiting factor analysis, theory of constraints and throughput accounting, linear programming techniques.

Performance measurement models such as the balanced scorecard and the performance pyramid, management impact on performance measurement, accountability issues, benefits and problems of performance measurement, reward schemes and performance management, divisional performance, return on investment and residual income.

Format of reports, analysis and dissemination to relevant users, frequency timing and degree of accuracy, influence of trend, materiality and controllable issues.

Corporate versus operational strategy strategy, life cycle issues, SWOT analysis, benchmarking, consideration of risk and uncertainty.

Current developments including advanced manufacturing technologies.

TEACHING AND LEARNING METHODS

This module will be delivered using a combination of lectures and tutorials.

ASSESSMENT METHODS

This module will be assessed through a combination of coursework and end of semester examination upon module completion.

PRIMARY READING

Management & Cost Accounting, Drury, C. (5th Edition)

RECOMMENDED READING

- Accounting for Management Control, Emmanuel, C. Otley, D. Chapman & - Hall (Current Edition)

- An Insight into Management Accounting, Sizer, J. (Current edition)

MODULE: STRATEGIC FINANCIAL MANAGEMENT

Stage:	III
Credit Points:	7.5
Theme:	Finance
Assessment Weighting:	20% Coursework and 80% Final Examination

INTRODUCTION

This module leads on directly from Financial Management in Stage II. The elements outlined in the syllabus of Financial Management will be examinable as part of this module.

AIMS

The aims of this module are:

To further explore the principles outlined in Financial Management (Stage II)

To introduce topics appropriate to the strategic aspects of finance including the impact of risk on the organisation and the various techniques to manage same; calculation of the cost of capital; corporate reorganisation; corporate governance and the global financial environment.

LEARNING OUTCOMES

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

Demonstrate an understanding of the impact of finance on the organisation.

Recognise how a company can be exposed and how to manage this risk.

Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the structure chosen will impact on this.

Advise the company in an acquisition situation

SYLLABUS

Investment Appraisal

Understand how to incorporate inflation

Taxation

How to handle risk & uncertainty

Cost of Capital

Calculation of the cost of the various sources of finance and the Weighted Average Cost

Capital Structure

Understand the various theories regarding the optimal capital structure

Foreign Exchange Management

Understand the basic techniques to manage exchange risk

Interest Rate Management

Appreciate the risks involved in borrowing and the instruments used to manage them

Mergers & Acquisitions /Company Valuations

Rationale for acquisition

Consideration for acquisition

Impact on both parties

Defence tactics etc.

Various methods of valuing companies

TEACHING AND LEARNING METHODS

The module will be delivered by means of formal and participative lectures supported by tutorials. These will be supplemented by course notes on specific issues that may require closer examination, analysis and research.

ASSESSMENT METHODS

Class work and directed assignments will be allocated on a regular basis. Students will be required to complete the necessary assignments throughout the module. Students will be advised how to undertake the assignments both in terms of the research and the presentation format involved.

Assignments will account for 20% of the course marks. The remaining 80% will be reserved for a closed book examination on module completion.

PRIMARY READING LIST

Management & Cost Accounting Drury, C., Chapman & Hall (Current Edition)

RECOMMENDED READING LIST

Management & Cost Accounting Horngren, Bhimani, Datar, Foster, Prentice Hall (1999)

MODULE: INFORMATION SYSTEMS MANAGEMENT

Stage: III
Credit Points: 7.5
Theme : Information Technology
Assessment Weighting: 60% Examination 40% - Coursework

INTRODUCTION

This module focuses on the use of information in the modern business environment. Students develop an understanding of both the sources and uses of information. Information management involves managing the technologies that store and manipulate that information. Students explore the wide range of topics involved in successful Information Systems management.

AIMS

The aims of this module are:

- To develop students understanding of the importance of quality information in the decision making process within organisations.
- To enhance students knowledge of the process of developing information strategies.
- To develop students ability to identify the need for project monitoring and control and to apply structured methodologies to systems development.
- To provide students with the tools to identify with project teams and the various roles of team participants.
- To provide students with an opportunity to become competent in the various communication technologies available.

LEARNING OUTCOMES

On completion of this module, students will be able to:

- Explain how to use information systems effectively.
- Explain the principal areas of systems development, design and delivery.
- Participate in specification and delivery of systems to end-users.
- Compare and contrast available software solutions and projects in a particular market and industry.
- Critically evaluate how a range of solutions may be selected to enhance computerised projects and delivery of quality information to management.

SYLLABUS

Information and Organisations:
Introduction to Information Systems
Organising Information Systems
Delivering Information Systems
Project Initiation, Planning and Monitoring
Systems Design
Identifying Requirements
Investigating Existing Systems
Documenting Program and User Requirements
Documenting Systems and Procedures
System Development and Selection

Defining need for In-House vs. Outsourced development
Identifying User Requirements
Selection of Software Packaged Solutions
Methods and Metrics for Software Selection
Technical Support Issues
Data Warehousing
Change and the Value Chain
Information System Evaluation and Review
Quality Assurance of Development Process and Final Product
Review of Expected Output
Performance Measurement
Legal Issues
Acceptance Testing
Change Management Review
Security and Back-up Systems
Control Levels
Hot Sites
Escrow Procedures
Supplier Role in Security Issues
Program Monitored Security

TEACHING AND LEARNING METHODS

This module will be taught by means of formal lectures and class assignments. When it is appropriate, guest lecturers will provide specialist sessions. The lecturer will guide the students on how to prepare and present their assignments.

ASSESSMENT METHODS

Assessment will involve a combination of end of term examination and practical coursework. The coursework will concentrate on developing the student's ability to apply the theoretical concepts to a real work business circumstance.

PRIMARY READING LIST

Strategic Management & Information Systems 2nd Ed. Wendy Robson Prentice Hall.
Business Information Systems – Analysis, Design and Practice. 4th Ed. Curtis and Cobham. Prentice Hall.

RECOMMENDED READING LIST

Business Information Systems – Technology, Development and Management for e-business 2nd Ed. Bocij, Chaffey, Greasley, Hickie. Prentice Hall, 2002.
E-commerce – business. technology. society. K. Laudon and C.G. Traver Addison Wesley.
Essentials of Management Information Systems 5th Edition Laudon and Laudon.
Information Systems Foulks Lynch 2002/03.
Managing Information, IT for Business Processes, Wilson D, Butterworth Heinemann, Third Edition, 2002.

MODULE 1: ACCOUNTING

Stage: 1
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

Introduction to Accounting

- Nature, principles and scope of accounting; role of financial accounting, management accounting, financial management and auditing.
 - Accounting concepts, principles and policies and their application to the recording of transactions and drafting of accounting statements
 - Theory of double entry and associated underlying assumptions
 - The accounting equation
 - Types of business entities
 - Forms of capital and capital structures
- Accounting Records; Procedures and Systems
- Techniques of double entry book-keeping
 - Ledgers
 - Control accounts
 - Journals
 - Accounting for accruals, prepayments and adjustments
 - Trial balance and preparation of final accounts
 - Suspense account and the correction of errors
- Accounting Treatments
- Distinction between capital and revenue expenditure
 - Depreciation – definition, reasons for and methods
 - Stock adjustments and valuations
 - Debtors, including accounting for bad and doubtful debts
- Financial Statements
- Objectives of financial statements:
 - Major user groups and their information needs
 - Characteristics of useful information, problems associated with its production
 - Preparation of financial statements for:
 - a. Sole traders (including preparation of accounts from incomplete records)
 - b. Partnerships
 - c. Limited companies for internal purposes
- Analysis and Interpretation of Financial Statements
- Definition, calculation and interpretation of basic financial ratios
 - Significance and limitations of financial ratios
- Cash Flow Statement
- The underlying rationale for cash flow statements
 - Preparation of cash flow statements in compliance with FRS 1 (Revised)

MODULE 2: BUSINESS COMMUNICATONS & IT

Stage: 1
Credit Points: 10
Assessment Weighting: 100% - Coursework

SYLLABUS

Communication and Organisations:

- Introduction to Communication
- Communication in Organisations
- Marketing Communications
- Telecommunications

Written Communication

- Business Letters
- Memoranda
- Using E-Mail
- Internal Company Documents
- Reports/Press Releases

Oral, Visual and Non-Verbal Communication

- Oral and Aural Communication
- Designing and Delivery of Formal Presentations
- Visual Communication Tools

Interpersonal Relations Within Business

- Team and Team Development
- Conflict in Business
- Negotiating Skills
- Time Management

Organising and Managing Effective Meetings

- Types of Meetings
- Purpose of Meetings
- Meeting Preparation
- Managing the Meeting

Communicating with Customers

- Telephone Effectiveness
- Handling Enquires
- Dealing with Difficult Situations
- Sales Promotion

Interview Techniques

- Curriculum Vitae Preparation and Presentation
- Cover Letters and Job Applications
- The Employment Interview
- Job Specifications
- Roles and Responsibilities

Technology and Communications

- An Introduction to Technology
- Technology and Written Communications
- Technology as a Channel for Communication

Information Technology Applications: Text Based

- Word Processing
- Report Writing / Presentation
- File / Document Management
- Creating / Managing Slide Presentations

Information Technology Applications: Numerical

- Financial Analysis
- Spreadsheet Analysis
- Regression / Correlation

Information Systems

- Data Recording / Retrieval
- Report Generation
- EIS Systems

IT Based Research

- The Internet
- Subscription Databases
- Intranets

MODULE 3: ECONOMICS

Stage: 1
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

Introduction

- Scarcity and the Economic System

Microeconomics

- Demand, Supply and Equilibrium
- Demand and Supply Curves
- The Price Mechanism
- Long and Short Run Curves
- Elasticity
- Household Choices
 - Utility and Demand
 - Budget Constraints
 - Possibilities, Preferences and Choice
 - Income and Substitution Effects
- Theory of the Firm
 - Costs of Production
 - Revenue, Costs and Profit
 - Marginal Costs and Revenues
 - Economies of Scale
 - Profit Goals
- Market Structures
 - Perfect and Imperfect Competition
 - Monopolies / Oligopolies
 - Competition
- Factor Markets / Income Distribution
 - Factors of Production
 - Capital Markets
 - Labour Markets
 - Welfare Economics
 - Income / Wealth Distribution
- Macroeconomics
 - Measuring National Income
 - GDP / GNP
 - The Circular Flow of Income
 - National Income Statistics
 - Aggregate Performance
 - The Economic Goals of Government
 - Investment and the Business Cycle
- Money and Banking
 - Money and its Functions
 - Monetary Aggregates
 - Credit and Banking
 - National and EU Control Mechanisms
- Economic Indicators
 - Consumption Models
 - Inflation
 - Interest Rates
 - Investment Demand
 - Unemployment
- International Issues
 - World Trading Blocs
 - EU / Euro
 - Problems of Developing Countries
 - Globalisation
 - World Income Distribution

MODULE 4: BUSINESS MATHEMATICS & STATISTICS

Stage: 1
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

Mathematical Techniques

- Simultaneous Equations
- Arithmetic, Geometric Series
- Approximation and Error
- Powers, Exponents, Logarithms

Graphical Techniques

- Breakeven Analysis
- Profit Maximisation
- Rates of Change / Differentiation
- Inventory Control Models

Trend Analysis

- Time Series
- Regression and Correlation
- Moving Averages
- Forecasting

Presentation of Business Data

- Histograms, Bar Charts, Pie Charts
- Frequency Distributions
- Effective Tabulation

Data Analysis

- Central Tendencies (Mean, Median, Mode)
- Standard Deviation
- Quartiles, Percentiles
- Skewness

Probability

- Permutations and Combinations
- Independence / Conditionality / Mutual Exclusivity
- Binomial Distribution
- Risk Analysis

Statistical Techniques

- Distributions (Normal, Poisson)
- Significance Testing
- Confidence Limits
- Standard Errors of Means and Proportions
- Test for differences between samples
- Chi Squared Test

Mathematical Modelling

- Construction of Network Diagrams
- Linear Programming
- Assignment Model
- Learning Curve
- Queuing Applications

Network Analysis

- Construction of Network Diagrams
- Critical Path Analysis
- Gantt Charts
- PERT: Resource Utilisation Charts

Financial Mathematics

- Net Present Values
- IRR
- Amortisation / Sinking Funds

- Deprecation Models

MODULE 5: MANAGEMENT & ORGANISATIONS

Stage: 1
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

Foundations of Organisational Behaviour

- Introduction
- Approaches to Organisational Behaviour.

Historical Development of Organisational Behaviour

- Historical development of organisation and management
- Classical Era
- Human Relations Era
- Contingency Approach
- Systems Approach

Introduction to Management Behaviour

- Role of the manager and managerial styles
- The relationship of management style to organisational structure, strategy and culture.
- Delegation and decision making

The Individual

- Motivation Theories and Job Satisfaction
- Personality and Perception
- Learning Theories

Foundations of Group Behaviour

- Group Dynamics
- Effective Groups
- Group Formation
- Team Roles
- The Nature of Leadership

Organisational Dynamics

- Organisational Change
- Stress Management

Students will be required to research specific topics and to present these in class in order to improve their ability to communicate effectively and evaluate different concepts and information.

MODULE 6: BUSINESS PROJECT

Stage: 1
Credit Points: 10
Assessment Weighting: 100% Continuous Assessment / Project Based

SYLLABUS

Business Research

- Purpose, Value and Role of Research
- Conducting Business / Industry Research

The Research Process:

- Identifying the area of study

- Setting Objectives
 - Designing the Study
 - Research Design / Target Sampling Plan
 - Deskwork / Fieldwork
 - Data Analysis and Interpretation
 - Communicating Research Findings
 - Project Scheduling and Management
- Data Sources
- National and International Sources (e.g. Government, Trade Statistics)
 - Printed and Electronic Sources
- Market Analysis
- Market Size
 - Market Share: National / International Competitors
 - Trends
- Financial Issues
- Sources of Finance
 - o Role of Enterprise Development Boards
 - o Personal / Family / Bank sources
- Industry Environment Analysis:
- Political and Legal Considerations
 - Economic and Social Considerations
 - Technological Considerations
 - Prevailing National and International Trends
 - Gathering authoritative evidence to support findings
- Data Reliability Issues
- Authority of Quantitative / Qualitative Data
 - Issues of Validity, Reliability, Subjectivity
 - Accuracy and Presentation Bias
 - Ethical Considerations
- Primary Research
- Questionnaire design: wording, formal, sequence, content
 - Interviewing: Personal, telephone, mail
 - Attitude Measurement: approaches, rating, ranking
 - Pitfalls to avoid
- Data Analysis Techniques
- Descriptive Statistics
 - Hypothesis Testing
 - Statistical Significance: Types and Choice of Tests
- Presenting Data
- Graphical and Tabular presentation of findings
 - Relating findings back to hypotheses
 - Documenting Resources: Referencing and Citation Techniques
 - Writing and presenting professionally for intended audience

MODULE 7: MANAGEMENT ACCOUNTING

Stage: 2
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

- Introduction to Management and Cost Accounting
- Nature, scope and purposes of management and cost accounting
 - Organisational role of the management accountant
 - Nature and purpose of cost classifications/definitions
- Elements of Cost

- Materials
- Material valuations and the pricing of materials issues
- Optimal purchase quantities
- Reorder levels
- Labour
 - Direct and indirect labour
 - Remuneration methods
- Overheads and their Allocation
 - Direct and indirect expenses
 - Principles and processes of overhead cost analysis
 - Allocation and apportionment of overhead costs including reciprocal service centre situations
 - Absorption rates
 - Under and over absorption
- Costing Methods and Techniques
 - Marginal and absorption costing
 - Profit statements
 - Reconciliation of profits under the two methods
 - Contrast of absorption and marginal costing
 - Job, batch costing
- Cost Behaviour
 - Fixed, variable and semi-variable costs
 - High-low method
- Decision-making
 - CVP Analysis
 - Breakeven point and revenue
 - Margin of safety
 - Breakeven chart
- Limiting Factors
 - Optimal production plan given a scarce resource
- Preparation of Cost Estimates for Decision Making
 - Relevant costing techniques to include opportunity/sunk, avoidable/unavoidable, fixed/variable costs applied to make or buy, shut down and one-off contract decisions
- Discounted Cash Flow Techniques
 - Simple and compound interest
 - Net present value
 - Internal rate of return

MODULE 8: LEGAL FRAMEWORK

Stage: 2
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

An Introduction to the Irish Legal System

- The Historical background
- Common law and equity
- The Sources of Law
- Legislative interpretation.
- The Constitution and Constitutional Rights
- The Court System.

Contract Law

- Formation of a Contract: Offer, Acceptance, Consideration and intention to create legal relations

- Contents of a Contract: Express and Implied Terms, Exclusion clauses and Restraint of Trade clauses.
- Vitiating Factors: Mistake, Misrepresentation, illegal contracts and void contracts
- Discharge of a contract: Performance, Breach, Agreement and Frustration.
- Remedies for breach of contract
- An overview of the Sale of Goods & Supply of Services Act 1980

Law of Torts

- Introduction: Tort vs. Crime, Tort vs. Contract.
- Principles of Negligence
- Defences to Negligence
- Professional Negligence
- Vicarious Liability
- Defamation

Employment Law

- Employee vs. Independent Contractor
- Formation of the contract of employment
- Termination of the contract of employment
- An introduction to the following legislation:
- Unfair Dismissals Act 1977 – 2001
- Health, Safety and Welfare at Work Act 1989
- The Employment Equality Act 1998
- The Maternity Protection Act 1994

The Legal Structuring of Business

- The Sole Trader, Partnership
- Incorporation: Separate Legal Entity, Veil of Incorporation.
- Types of Companies: Public, Private, Limited and Unlimited
- Business Transactions: Leases, hire-purchase instruments
- Corporate Governance: Registration, Memorandum & Articles of Association, the *ultra vires* doctrine.
- Corporate Finance: Shares, Debentures, Charges etc.
- Management: Powers and Duties of Directors, Appointment and Disqualification, Retirement and Removal, Board Meetings, Auditors etc.
- Corporate Insolvency: Receiverships, Liquidations, Winding-up.

Developments Governing Business Law

- EU and International Institutions and Structures
- Examples of Influence:
 - o Free Movement of Persons, Goods, Capital and Services
 - o Freedom of Information Act
 - o Competition Law
 - o Product liability
 - o Environmental Legislation: Green issues

MODULE 9: HUMAN RESOURCE MANAGEMENT

Stage: 2

Credit Points: 10

Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

The Nature of Human Resource Management

- History of Personnel Management
- Personnel role in the Organisation
- Personnel Policy
- Personnel Management and HRM

Personnel Management and Organisation

- Organisation Design & Industry Structure

- Leadership and Management
- Personnel Role in Communication
- Performance Appraisal
- Manpower Administration
 - Manpower Planning & Manpower Flow Process
 - Recruitment, Interviewing and selection
 - Forms of Employment/Contracts of Employment
 - Health Safety and welfare
 - Equality of Opportunity
 - Termination of Employment
- Training & Development
 - Work Design and Motivation
 - The Training Framework, Learning Principles and Training Skills
 - Management Development and Succession Planning
- Pay & Conditions
 - Job Evaluation
 - Payment Administration
 - Pensions
 - Sick Pay, Absenteeism
 - Incentives and Fringe Benefits
- Employee Information Systems
 - Recording Systems
 - Confidentiality, Privacy and Security
 - Data Protection / Freedom of Information

MODULE 10: MANAGING INFORMATION TECHNOLOGY

Stage: 2
Credit Points: 10
Assessment Weighting: 60% Coursework and 40% Examination

SYLLABUS

- Introduction to Business Structures
 - Introduction to Business Terminology
 - Qualities of Good Information
 - Types of Information Required by Levels of Management
 - Accessing Management Information
 - Centralised and Distributed Reporting to Diverse Organisational Levels
- Overview of Business Information Systems
 - Identify Information Needs in Organisation
 - Introduction to Project Planning
 - Preparation of Business Model
 - Analysis of Business Model
- Systems Management and Development
 - Development Cycle
 - Defining User Requirements
 - Design and Selection
 - Prototyping
 - Implementation
 - Security Issues
- Database Facilities
 - Database Selection
 - Design and Tables
 - Creating Menus and Forms

- Indexing
 - Normalising Data
 - Model Building
 - SQL Report Generation Tools
- Web Development
- Building Static Websites
 - Establishing / Maintaining Links
 - Creating Special Effects
 - Monitoring Usage Statistics
- Advanced Presentation Tools
- Designing from Selected Templates
 - Animating Presentations
 - Integrating Text, Graphics and Photographs
 - Annotating Presentation
- Business Application Software: (Examples)
- HRM Systems
 - Resource Scheduling
 - Project Management (e.g. MS-Project)

MODULE 11: ENTREPRISE DEVELOPMENT

Stage: 2
Credit Points: 10
Assessment Weighting: 60% Coursework; 40% Examination

SYLLABUS

- Entrepreneurs and Entrepreneurship
- Definition of Entrepreneurship
 - Historical Perspectives on Entrepreneurship
 - The Impact and Importance of Entrepreneurship
 - Characteristics of Entrepreneurs
- The Context of Entrepreneurship
- Characteristics of Prevailing Economy / Market
 - Legal Factors
 - Changing World of Work
 - Social Responsibility and Ethics
 - Identifying Environmental Opportunities
 - Understanding Competitive Advantage
- Researching The Venture's Feasibility
- Generating Ideas
 - Evaluating Ideas
 - Researching Competitors
 - Possible Financing Options
 - Evaluating Financing Options
- Planning The Venture
- Developing Organisational Vision and Mission
 - Organisational Cultural Issues
 - The Importance of a Business Plan
 - Writing the Business Plan
- Organising The Venture
- Legal Forms of Business Organisation
 - Other Legal Issues (Patents, Trade Marks etc.)
 - Organisational Design Issues
 - Sources of Finance (Long, Medium & Short)
- Launching The Venture

- Establishing Organisational Goals and Strategies
 - Designing the Production and Operations Management Function
 - Establish the Marketing Function
 - Designing the Information Systems
 - Establishing Financial and Accounting Systems
- Managing Processes
- The Competitive Advantage Of Good Design
 - The Stages of Design – From Concept To Specification
 - The Benefits of Interactive Design
- Managing People
- Human Resource Management Issues
 - Motivating Employees
 - Employee Work Teams and Leadership
 - Other People Issues
- Managing Growth and Other Entrepreneurial Challenges
- Managing Growth
 - Managing Downturns
 - Exiting the Venture

MODULE 12: MARKETING

Stage: 2
Credit Points: 10
Assessment Weighting: 40% Coursework and 60% Examination

SYLLABUS

- Introduction to Marketing
- Defining Marketing
 - The Development of the Marketing Concept
 - Marketing: The Customer and the Business
 - The Marketing Mix
- The Market
- The Marketing Environment
 - Segmentation
 - Targeting
 - Positioning
- Consumer and Buyer Behaviour
- Consumer Behaviour
 - Influences on the Buying /Decision
 - Industrial Buyer Behaviour
 - Post-Purchase Behaviour
- Market Research
- Primary and Secondary Data
 - The Market Research Process
 - Qualitative and Quantitative Research
 - Analysing the Research Results
- Products, Branding and Packaging
- Defining and Classifying Products
 - Product Design and New Product Development
 - The Product Life Cycle
 - Branding
 - Packaging
- Pricing Strategies
- Economic Theories of Pricing and Value
 - Pricing and Market Orientation

- Setting Prices
- Distribution
 - The Nature of Distribution Channels
 - Wholesalers and Retailers
 - Managing Distribution Channels
- Marketing Communications Mix
 - The Marketing Communications Mix
 - Advertising
 - Sales Promotion
 - Managing Personal Selling
 - Public Relations
 - Direct Marketing
- Marketing Planning, Implementation and Control
 - The Marketing Planning Process
 - Approaches to Budgeting
 - Monitoring and Controlling Plans

Journalism, Communications and Mass Media Modules

MODULE: UNDERSTANDING SOCIETY

Stage: Foundation
Theme : Social & Political Theory
Assessment Weighting: Exam (60%) Assignment (40%)

INTRODUCTION

Humans are social and relational beings. This module will enable students to think through the socio-economic roots of contemporary problems and the social-psychological basis of social action. It is necessary develop a sociological outlook when confronted with social institutions, processes and problems. It is also necessary to understand the economic realities that contribute to problem formation and problem resolution in society and the psychological roots of human action and understanding.

MODULE AIMS

This first year aims to acquaint students with the basic conceptual tools they will need to understand the reasons for social and economic action and the formation of human social understanding. This will help them acquire an insight into the working of socio-economic processes.

MODULE LEARNING OUTCOMES

This module supports the following programme learning outcomes:

- Demonstrate critical judgement and analytical skills
- Accommodate further study in related areas in years two and three on the programme

It does this by specifically ensuring that on module completion, students will be in a position to:

- Discuss the key concepts of classical social theory
- Apply these concepts to illuminate contemporary Irish society

SYLLABUS

The Enlightenment.

The Enlightenment as the precursor of modern social science and the beginning of 'modernity'. The promise of the Enlightenment through progress, reason, science and nature. The birth of the social and the systematic analysis of social life.

The Emergence of Economic Thought

The economy as a distinct sphere of social existence and economics as a science. From mercantilism to capitalism. New economic relations and the regulation of new economic ideas. Focus on Adam Smith's "Wealth of Nations" in its historical context. The emergence of the market as the ultimate measure of equity. The Ricardo-Malthus debate. The emergence and dissolution of classical political economy - its transformation into neo-liberalism. The marginalist revolution. The re-emergence of the market as an idea and as an ideal.

The Critique of the Market Economy

Classes under capitalism, the emergence of the working class and the emergence of class-consciousness. Marx's critique of capitalism: historical materialism and the Marx's labour theory of value. The contradictions of capitalism and the emergence of Keynesian regulation and the neo-classical response. The role of the state as the regulator of capitalist enterprise.

Emergence of sociology and psychology

The division of labour between sociology and economics. 'Social facts' - the case of suicide, Durkheim's pioneering work and contemporary critical analysis. The interaction of social and psychological phenomena. Contrast between Marx, Durkheim and Weber on the role and function of religion. Innate capacity and social conditioning. Child development, personal development and the Vygotsky Piaget debate. The family, peer group pressure, schooling, the mass media etc. Socialisation agencies.

Stratification, Class Structure and Poverty

The division of society into a hierarchy of social groups. Social mobility within and between social classes. The differing approaches of Marx and Weber. The social reproduction of identity. Income inequality and trends in income distribution. The nature of poverty and its measurement - relative and absolute standards.

Conformity and deviance

The evolution of attitudes to law, crime and punishment. Biology and crime versus society and crime. The role of psychological explanations. Labelling theory and its critics. Measurement and reporting of crime as a social construct.

Gender and sexuality

The interaction between the biological and social conditioning of behaviour. Freud and his critics. Changing attitudes to women in western society. Women in the workforce; treatment of; and inequalities in.

Power and Legitimation

How power operates at different levels and in different societies; relations between economic, political and cultural power; forms of political legitimisation; Who rules and how; Weber and Gramsci on modes of legitimation and hegemony:

Social change and the globalisation of social life

Theories of social change - economic, political and cultural influences. The formation of nations, the nature of colonialism, the difficulties in the transition from agricultural to industrial society.

Social Research

Thinking through research problems. The pitfalls, uses and abuses of statistical logic in media - use and abuse of survey design and findings.

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal lectures
- Tutorials
- Case Studies

Each area dealt with in the course will be concluded with time being given to class based discussion and debate. Students will be expected to develop opinions based on evidence.

ASSESSMENT METHODS

Continuous assessment by means of two written assignments involving directed reading and analysis. In the assignments students will be expected to demonstrate their ability to apply the concepts of social theory to contemporary Irish society.

Assessment weighting:

Continuous assessments	40%
Final Examination	60%

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Sociology	Anthony Giddens	Polity
Economics (6 th Edition)	EK Hunt & Howard Sherman	Harper & Row
The Social Animal	Elliot Aronson	WH Freeman
The Worldly Philosophers	Robert Heilbroner	Penguin

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
<i>Sociology</i>	Haralambos, Michael and Martin Holborn	Collins
Max Weber	Frank Parkin	Macmillan
Understanding Modern Society (series)	Hall, Stuart (series editor)	Polity
Introductory Sociology	Bilton <i>et al</i> (eds)	Macmillan
Sociology Themes & Perspectives	Haralambos, Michael	Collins
The Limitations of Social Research	Shipman, Martin	Longman
Theories of Development	Larrain, Jorge	Polity
Backlash	Faludi, Susan	Chatto & Windus
Democracy and the Rule of Law	Fine, Bob	Pluto
<i>Perspectives on Capitalism</i>	K. Bharadwaj & S. Kaviraj	Sage
<i>Classical Social Theory</i>	Ian Craib	Oxford
Women's Leisure, What Leisure	Green, Eileen <i>et al</i>	Macmillan
Power	Lukes, Steven [ed.]	Blackwell
Power and Money	Mandel, Ernest,	Verso
Racism	Miles, Robert	Routledge
Prison writings	Gramsci, Antonio	Lawrence and Wishart
A Short History of Sociological Thought.	Swingwood, Alan	Macmillan
Women's Evolution.	Reed, Evelyn	Pathfinder
Legitimacy and the State	William Connolly [ed]	Blackwell
A History of Economic Thought	Roll, Eric	Faber & Faber
A history of Economics	J. K. Galbraith	Penguin
Understanding Capitalism	Douglas Dowd [ed.].	Pluto

MODULE: HISTORY OF THE MEDIA

Stage:	Foundation
Theme:	History and Structure of the Media
Assessment Weighting:	Exam 60 % Coursework 40 %

INTRODUCTION

The media of mass communications are large-scale institutions which dominate the production and diffusion of symbolic information. A knowledge of the development, structure, integration and function of media is an essential basis for understanding the phenomenon of mass mediated information systems.

MODULE AIMS

The aim of this module is to introduce students to the key events and epochs in the history of human communications. Students will analyse the impact of key changes in communications media, starting from the earliest known forms of media, through to the invention of the printing press, the emergence of a literate reading public, the development of newspapers, the invention of radio, film and television, and the digital age.

MODULE LEARNING OUTCOMES

This module delivers/supports the following programme learning outcomes:

- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.
- Demonstrate independent critical judgement and analytical skills.
- Formulate and complete a wide range of media based assignments and project work to a high standard, demonstrating a capacity for critical evaluation and professional competence.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Understand how particular media structures have emerged in contemporary society.
- Comprehend the relationships and historical processes between relevant political conditions, technological innovation, business entrepreneurship and social demand that gave rise to the communications structures in society today.
- Analyse (including comparing and contrasting) how media events have been covered by various mediums from different times.

Topic One: From the cave to the page

This module covers the development of primary forms of human communication, including art, language and writing. Many studies of media begin with the emergence of the printing press but here we look at the media before the invention of the Gutenberg press.

Topic Two: The arrival of the printing press

Here we analyse the impact of the Gutenberg Press on the medieval world. The social, political and economic consequences of the invention of the press on medieval Europe showed the effect that subsequent developments in media technologies have had on the society we live in.

Topic Three: The newspaper sector

The arrival and endurance of a popular news paper sector over the past 400 years is a crucial landmark in the history of modern media. Newspapers have been the day the day chroniclers of world history. This topic looks at the many roles played by the newspaper sector since its emergence as a media sector

Topic Four: Radio days

Radio was one of the first electronic media to emerge in the 20th century. Its role has changed since from being a dominant media to being outflanked by television. This module traces the development of radio from its early days to the role it plays in communications today.

Topic Five: Film

The film industry is one of the most popular forms of mass entertainment in the 20th century. The development of power structures in this medium is a crucial factor in the development of 20th century media structures.

Topic Six: Television

Television created an electronic media, which combined elements of television and film in a format that now has the capacity to transcend media formats as we know them. This module studies the impact of television on both audiences and the general media industry.

Topic Seven: Music

Film is not the only form of popular mass entertainment media in the 20th century Recorded Music has also emerged as medium in its own right. In this topic we study the link between ideology, politics and popular culture.

Topic Eight: The Digital Revolution

The convergence of technology platforms for producing media products across print, photography, TV and radio broadcasting, music and the Internet is becoming one of the defining features of our age. Here we look at the processes involved in forming this digital age

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal Lectures
- Tutorials

ASSESSMENT METHODS

Assessment weighting:

60% Written Examination

40% Assignment

This module will be assessed by an end-of-semester examination and an assignment. While the assignments will be individually based, group tutorials will also be used to allow further discussion and analysis of the material.

In the exam, students will be assessed, through discussion questions, on their ability to understand and analyse the history of media structures and processes.

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Cinema and Cultural Modernity	Branston, G	Open University
The Press and Society	Cranfield, GA	Longman
Power Without Responsibility The Press and Broadcasting in Britain	Curran and Seaton	Routledge
Understanding Radio	Andrew, C	Meheun
The Printing Revolution in Early Modern Europe	Eisenstein, E	Canto

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
The Companion to British and Irish Cinema	Caughie & Rockett	Cassell
Still Irish	Finn & Rockett	Red Mountain Press
Irish Film 100 Years	Flynn, A	Kestrel
The Mansion on the Hill – Dylan Young	Goodman, F	Jonathan Cape
On Television	Hood and Tabary-Peterssen	Pluto
Irish Media a Critical History Since 1922	Horgan, J	Routledge
The Media and Democracy	Keane, J	Polity
Media and Power	Lewis & Pearlman	Camden Press
The History and Power of Writing	Martin, HJ	Chicago
Understanding Media	McLuhan, M	Routledge
Information Media and Power Through the Ages	Morgan, H	UCD
The Faber Book of Pop	Kureishi and Savage	Faber and Faber
An Introduction to Film Studies	Nelmes, J	Routledge
History of Film	Parkinson, D	Thames and Hudson
Global Communications and International Affairs and the Media Since 1945	Taylor, P	Routledge
Screening Ireland – Film and Television Representation	Pettit, L	Manchester University Press
Irish Television – The Political and	Savage, R	Cork University Press

Social Origins		
Media Technology and Society A History	Winston, B	Routledge
The Long Revolution	Williams, R	Penguin

MODULE: PRODUCTIVITY SOFTWARE

Stage: Foundation
Theme : Media & Productivity Skills
Assessment Weighting: Exam 40% Assignment 60%

INTRODUCTION

The module is designed to enable students to use the everyday and presentation software used in journalism and media communications. The module develops the students' computer-based skills using word processing, and presentation software. The module will use MS-office and Quark for teaching purposes. This will be altered in the light of industry developments should new standards emerge.

MODULE AIMS

The module aims to:

- Familiarise students with the technology used in the communications industry
- Develop the students' confidence with technology
- Instil in students an enthusiasm for technology based change

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Utilise knowledge gained to design and develop media artefacts
- Operate relevant media equipment to a high technical standard.
- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Competently use a personal computer
- Understand the terminology used in PC operation
- Create and manage word processed files
- Use word-processing typographical features effectively
- Create presentations using a presentation package
- Gain introductory knowledge of page layout software

SYLLABUS

Technology: An Overview

Development of the computer

Current media technologies

Information sourcing, collecting, recording

Analysing and presenting data

Towards decision-making: expert systems, grammar checkers, wizards, etc

The effect of computers on the workplace

Likely future trends

Information : What is it ?

What is information and how it is presented.

Examples from TV - Film - Video - Print. Writing - ogham, script, the alphabet - Roman and Arabic numerals.

Codes as a means of holding information - Morse code, ASCII, .TXT, PIF, etc.

Sources of information : public databases

The Data Protection Legislation

The computer as an information processing tool

Digitisation of word, image and sound.
Programming and operating systems.
Software and hardware.
Peripherals. (Scanners, CD-ROM, printers, etc.)

Introduction to the Personal Computer

Using the Operating System
Logging on : Passwords, etc.
Entering commands : DOS and Windows Commands
Directory Management
File Management

Word-processing

The Word-processing environment
Basic formatting : tabs, spacing, page size, justification
Editing : Move, Copy, Centre, Embolden, etc.
Support Features : Spell checking, Thesaurus, Indexing
Working with newspaper columns, sizing, editing graphics
Importing clip-arts, graphics
Creating and managing a database

Productivity Tools :

Presentation Graphics : Generating slides
Generating presentations using effects
Other personal productivity tools
Organisers, calculators, indexes, etc.

Page Layout

Differences between professional page layout and word processing software

Basic introduction to Quark and InDesign. Elementary page layout exercise using text and picture boxes combining text, headline and picture.

TEACHING AND LEARNING METHODS

The module is delivered using:

- Participative Lectures
- Computer Laboratory Work
- Practical Work

ASSESSMENT METHODS

An in-class computer based assignments will be set in word-processing, quark and presentation tools. The final examination will consist of a number of questions, the majority of which will require hands-on computer based solution.

Assessment Weighting:

- Continuous Assessment 60%
- Final Examination 40%

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Understanding Computers	Larry and Nancy Long	Prentice Hall
The Print Production Handbook.	MacDonald	Heinemann
<i>Quark Xpress 5 for Dummies</i>	Assadi, Barbara & Gruman Galen	Hungry Minds

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Printing: a guide to systems and their uses.	W. R. Durrant	Heinemann

Basic TV Technology	Habury, Robert	Focal Press
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MODULE: Writing and Public Presentation Skills

Stage: Foundation
Theme: Media Skills
Assessment Weighting: Exam (40%) Assignment (60%)

INTRODUCTION

The writing skills section of the course is focused on improving the written analytical skills of students. This section is designed to cover both the basics in terms of grammar and punctuation as well as challenging students to read widely and critically and to understand texts and to develop a clear and fluid writing style. The Public Presentation Skills section of the course will focus on developing students' oral communication skills. This section will encourage candidates to explore the communicative power of the voice. Speech should be free, fluid, flowing and full with a correct balance of pitch, pace, power, pause, inflection and tone. The importance of voice exercises, intercostal diaphragmatic breathing, muscle relaxation, body language and correct posture training will be stressed to the students. Techniques of sight-reading and listening will be developed both individually and within groups.

MODULE AIMS

This module aims to encourage students to write with clarity, precision and fluency, and to develop an analytical approach to writing. It aims to enhance students' ability to comprehend and analyse, in writing, seen and unseen texts and to be able to produce and develop clear and reasoned arguments. The course also aims to develop the students' oral communication and presentation skills.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Competently construct and present written and/or visual material for Radio, TV, the Internet and other photographic media areas requiring integrated multimedia skills.
- Demonstrate independent critical judgement and analytical skills.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Have a practical and theoretical understanding of techniques of speech, posture and breath control affording them a relaxed, professional approach to the imparting of information.
- Confidently express opinions in group based situations
- Argue cogently in discussions on prepared topics
- Make formal presentations on prepared topics
- Produce coherent written critical analysis
- Construct clearly and competently written discussion/arguments on various issues.

SYLLABUS

Developing a Writing style

Different forms of language used; avoiding *clichés* and 'empty' words, redundancy; denotation and connotation; the use and abuse of metaphor; choosing the precise word.

Syntax and sentence structure

Sentences and clauses; modifiers; revising sentences for clarity and conciseness; common errors; passive and active voice; negative constructions; types of sentences and subordination.

Writing Organisation

Paragraphs, form and substance; unifying ideas into paragraphs, linking paragraphs together; use of colons and semicolons.

Types of writing

Analytic thinking and writing; analysis and description, comparisons; organising a description; the uses of narrative. Examining the strengths and weaknesses of different types of writing.

Developing argument

Particular attention will be paid to methods of developing argument, looking at the use of logic in writing, the importance of evidence, and the avoidance of fallacies.

Genres

This section will examine different types of written genre and their forms

Academic Writing

Outlining and summarising; genre and writing style; writing essays; research work; the use of quotation and reference; bibliography.

Communication Skills

Developing Effective Communication Skills

Interview and interviewing skills: Role Playing

Self confidence and positive thinking

Presentation Skills

Using Your Voice

The structure of speech; vowels and consonants.

Training the body; breath control, posture and relaxation

Practical on-camera interview and reportage techniques.

The physiology of the voice. Articulation and vocalisation.

Vocal expression: pitch, power, pace, pause, inflection and tone.

Sight-reading and interview techniques.

TEACHING AND LEARNING METHODS

The module is delivered using

- Formal and participative lectures
- Tutorials
- Practical Work
- Workshops

ASSESSMENT METHODS

This module will be assessed by both exam (unseen) and assignment. The exam will be worth 40% and will test the students' ability both to critically evaluate in writing an unseen text and material covered in the module and to produce answers in a clear and grammatically correct manner. This module will also be assessed by two assignments. The first assignment (30%) will measure the students' ability to critically analyse a modern novel and develop a coherent and clear argument in relation to the text. Feedback will be given to students on their performance in the assignments. The second assignment (30%) will consist of a number of presentation based exercises which are designed to measure students' oral communication skills.

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
The Practical Guide to writing	Barnet, S et al	Longman
How to write	Mohr, R	UCD
Jargon: its uses and abuses	Nash, W.	Blackwell
Students guide to writing	Peck, J. & Coyle, M.	Macmillan
	Roget's Thesaurus	Penguin
Guide to Practical Speech Training	Luck, Gordon	Edward Arnold
Clear Speech	Morrison, Malcolm	A & C Black
Voice and the Actor	Berry, Cicely	Virgin Books

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Plain English	Collinson, D. et al.	Open University

The Elements of Style	Strunk, W. & White, E.B.	Allyn & Bacon
Assignments & thesis writing	Anderson, J.	Wiley
The Complete Plain Words	Gowers, E, et al	Penguin
The writers journey	Vogler, C	MacMillan

MODULE: WAYS OF SEEING PHOTOGRAPHY

Stage: Foundation
Theme: Media Skills
Assessment Weighting: Assignment (100%)

INTRODUCTION

The photographic image is one of the most powerful communicative tools known, and it is of vital importance that practitioners understand its significance, importance and practical use.

MODULE AIMS

Students will be given an introduction into how to assess, interpret and evaluate images from a cultural, sociological, historical and communicative viewpoint. Participants will develop skills in the structuring of the photograph to convey meaning and impression within a visually and semiotically strong image.

MODULE LEARNING OUTCOMES

This module supports the following programme learning outcomes:

- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.
- Formulate and complete a wide range of media based assignments and project work to a high standard, demonstrating a capacity for critical evaluation and professional competence.

It does this by specifically ensuring that on module completion, students will be in a position to:

- At the conclusion of this module students will have a comprehensive understanding of the language of the photographic medium; interpreting the creative and communicative elements within an image.
- They will be able to assess, interpret and evaluate images on different levels including culturally and historically.

SYLLABUS

- Week 1.* Mark making: Students will explore texture, shape, line, form, colour and meaning within a self-portrait. From caves to gallery: Chronology of pictographs, hieroglyphs, signs and images. The development of non-verbal expression. Project 1.
- Week 2.* Review and student presentation of project 1. The psychology of vision. Human perception, interpretation of colour. Project 2.
- Week 3.* Exploring aesthetics, romanticism, impressionism, expressionism. History of photographic seeing. Photographic meaning.
- Week 4.* Semiotics: Signs, symbols, signifiers and signified. Denotative and connotative image analysis. Development of Project 3.
- Week 5.* Pre-visualisation: Storyboarding and narrative approaches in visual storytelling. Guided meditation. Discussion and feedback on project 3.
- Week 6.* Concept and design: photography as art or fine art form? Review and consolidation.

TEACHING AND LEARNING METHODS

The module is delivered using:

- Illustrated lectures
- Case studies
- Participative lectures
- Tutorials

ASSESSMENT METHODS

This module will be assessed by coursework only.

- Project 1: Students will present and discuss in class two photographic images that communicate to them. (20%)
- Project 2: Interpretation of colour. Students will present colour examples of after-image, subtraction and other visual phenomena. (30%)
- Project 3: Students will complete an illustrated study of 1000 words on the analysis an image exploring thematic and semiotic concerns. (50%)

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Ways of Seeing	John Berger	Pelican
On Photography	Susan Sontag	Penguin

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
The Photograph	Graham Clarke	OUP
Camera Lucida	Roland Barthes	Vintage
Another Way of Telling	John Berger	Pelican

MODULE: RESEARCH METHODS

Stage: Foundation
Theme: Media Skills
Assessment Weighting: Exam (40%) Project (60%)

INTRODUCTION

This section of the course will examine a number of research methods that have been applied to the media. It will cover both the theory and practice of both qualitative and quantitative research methods.

MODULE AIMS

The course aims to familiarise students with the main research theories and concepts and to enable students to acquire skills in the research process including planning, data collection and analysis.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Demonstrate independent critical judgement and analytical skills.
- Utilise knowledge gained to design and develop media artefacts.

- Apply ethical standards to their work.
- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Understand the purpose, value and role of research.
- Possess knowledge of the wide variety of information sources available to communication researchers.
- Know how to gather authoritative evidence to support findings
- Appreciate the ethical considerations of conducting research.
- Understand the role of key statistical measures
- Competently identify and apply appropriate analysis measures to numerical data.
- Understand, apply, interpret and assess quantitative and qualitative methods of research

SYLLABUS

Analysis of media content and texts

In this topic we will examine **quantitative** and **qualitative** research methods that were used to examine media content, particularly television. As well as exploring the different ways we can analyse a text we will look at studies that have already been done in this area. We will also look at the advantages and disadvantages of each method.

Focus Groups

Focus groups are group interviews in which the interviewer or moderator seeks to gain specific information. It can allow researchers to delve more deeply into people's opinions and in some cases can offer more insight than questionnaires and surveys. The difficulties and advantages of doing such research will also be examined as well as a look at ways in which the method has been applied to media products.

Ethnography/ participant observation

This is a challenging but rewarding method that allows researchers to examine social behaviour in relation to media products. Many interesting ethnographic studies have been completed and will be used to highlight the usefulness of such a method.

Measuring Media Audiences

Knowing the size and characteristics of your audience is vital for any commercial media organisation. Here we will look at how media audiences are measured focusing particularly on how radio, newspapers and TV audiences are measured in Ireland.

Writing about Economic Statistics

Journalism can often involve technical and numerical considerations when writing about subjects as diverse as sporting events or house prices. We have as a society become fixated with figures and measures and the media coverage of certain events and issues reflects that. However reporting of some events such as unemployment figures can often become routine and formulaic. In this topic we highlight two areas and study how journalists write about unemployment and house prices.

Opinion Poll Democracy

Opinion polls have become a core part of modern political life and have fundamentally changed the way the news media report on political issues and how political parties present themselves to the public. Here we will look principally at how opinion polls have affected politics in Ireland but international examples will be used where appropriate. The underpinning question is should opinion polls be banned?

Surveys and Society

Surveys and opinion polls have become a central feature of modern media especially in new outlets. In this topic we look at the natures, examining the basic methodology involved and asking whether surveys enhance our understanding of society.

TEACHING AND LEARNING METHODS

The module is delivered using:

- Case Studies
- Formal Lectures
- Participative Lectures

ASSESSMENT METHODS

This module will be assessed by one major research project in which students will be asked to formulate and design a research proposal, encompassing both quantitative and qualitative research methods, based on an original research question. The module will also be assessed by an exam (40%) in which students will be required to have specific knowledge on theories and case histories relating to a number of research methods.

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
<i>Researching Communications</i>	Deacon, Michael Pickering, Peter Golding and Graham Murdock	Arnold
Mass Media Research: An Introduction (4 th edition)	Rodger D Wimmer and Joseph R Dominick	Wadsworth
Researching Design, Qualitative & Quantitative Approaches	John W. Creswell	Sage

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
The Export of Meaning, cross-cultural readings of Dallas	Tamar Liebes and Elihu Katz	Polity Press
Watching Dallas	Ien Ang	Routledge
Qualitative Researching	Jennifer Mason	Sage
Media Research Techniques	Arthur Asa Berger	Sage
Reading Television	John Fiske and John Hartley	Routledge
Qualitative Research Methods for the Social Sciences	Bruce L Berg	Allyn& Bacon

MODULE: INTRODUCTION TO RADIO

Stage: Foundation
Theme: Media Skills & Production Productivity Skills
Assessment Weighting: Course work (50%) Exam (50%)

INTRODUCTION

This module is designed to introduce students to radio and to enable them to grasp the skills necessary for work in radio production and presentation.

MODULE AIMS

The course aims to develop the participants' awareness of equipment used in the studios and to educate the students in its usage. It also aims to introduce students to the rudiments of writing for radio.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Operate relevant media equipment to a high technical standard.
- Assume immediate employment as professionally equipped journalists and communications specialists in radio.
- Competently construct and present written and/ material for Radio.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Conduct and record interviews.
- Prepare material for subsequent broadcasting
- Gain a basic understanding of the functions of a radio studio environment

SYLLABUS

Sound Recording and Editing

Using editing equipment
Editing, the ethics of editing, functions of editing
Mixing channels and controls, fading techniques, etc
Linking transmission/sound
Portable equipment: use of mini-disk or equivalent
Microphones in use

Writing for Radio

Use of language: simplicity, accuracy, clarity
Rules of the spoken (as opposed to written) word
Avoiding clichés and stereotypes
Immediacy, interest, drama
News, current affairs, light entertainment, sport

Working in Radio

Glossary of terms.
Working to sequence
Keeping the listener in mind
Roles of producer, researcher, presenter

Field Techniques - Introduction

- Planning and researching the story
- Constructing a package
- Vox-Pop.
- Choosing the site for an interview.
- Phrasing the question.
- Getting there, getting the story back.
- Telephoning reports, ISDN telephones, saving on PC and transmission by email

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal Lectures
- Participative Lectures
- Workshops

ASSESSMENT METHODS

Students will be assessed on their ability to master the essential details of both radio production and writing for radio and to work and integrate with others in the broadcasting team. Course work will account for 50% of the marks. The exam (50%) will consist of mixture of discussion questions and questions requiring technical knowledge.

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
The Technique of Radio Production.	Robert Mc Leish	Focal Press
Creative Radio Production	Bruce Siegal	Focal Press

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Broadcasting in Ireland;	Fisher, Desmond	Routledge
Broadcast Journalism	Boyle, Andrew	Heineman
Forty Years of Irish Broadcasting	Gorham, Maurice	Talbot Press
Local Radio Journalism	Chantler & Harts	Focal Press
The Technology of Radio Production	McLeish R.	Focal Press
The Radio Handbook	Wilby P	Routledge

MODULE: MEDIA STUDIES

Stage: Foundation
Theme: Media Theory
Assessment Weighting: Exam (40%) Project (60%)

INTRODUCTION

The term 'media studies' is an extremely broad one and this course is designed to be an introduction to how to study the media. As such it will cover a number of topics and will be supplemented by a range of modules on the degree course. It is envisaged that students will have completed the History of the Media Module in Semester One and therefore have particular knowledge of significant changes that have taken place in relation to the media, for example the transition from an oral culture to a print one, the emergence of a mass media and the rise of the internet.

MODULE AIMS

This module aims to give students an introduction to what Media Studies is and what it involves. It aims to introduce them to a number of key concepts and to build on knowledge already gained in the History of the Media and Understanding Society modules.

As well as providing a theoretical approach to the media, the module aims to enable students to practically apply these theories to a range of media products.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.

- Demonstrate independent critical judgement and analytical skills.
- Formulate and complete a wide range of media based assignments and project work to a high standard, demonstrating a capacity for critical evaluation and professional competence.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Possess knowledge of the key concepts and theories underpinning media studies.
- Compare and contrast how different media deal with different genres.
- Understand and be conscious of the construction devices of both images and narrative and the conventions used.

SYLLABUS

What do we mean by the term ‘media studies’? In this introductory section we will look at how the term is used and provide an overview of media institutions and examine the structures that shape media production and reception e.g. the role played by the Hollywood studio system in producing films. Examination of the development of non-verbal expression and the chronology of pictographs, hieroglyphs, signs and images.

Reading media images

In this section we will look at image and meaning and focus on semiotics – signs, symbols, signifiers and signified.

Examining realism

The image, documentary, drama, actuality

Narrative devices within contemporary screen narratives

Examination of the conventions and mutations of popular television narratives.

Minorities and the media – representations of the other

Examine a core genre such as the horror story or war imagery across a range of media such as print, radio, television and film

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal lectures
- Participative lectures
- Screenings

ASSESSMENT METHODS

Assessment will be by exam (unseen) 40% and by project (60%). Projects will consist of a specific topic being explored over a range of media and students will be required to analyse the convention of each medium and the similarities and differences between various media.

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Mediations: Text and Discourse in Media Studies	A. Tolson	Arnold
Narrative and genre : key concepts in media studies	Nick Lacey	Macmillan
De-westernizing media studies	Edited by James Curran and Myung-Jin Park	Routledge

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Ethnic minorities and the media : changing cultural boundaries	Edited by S. - Buckingham	OUP

Formations : a 21st-century media studies textbook	Edited by Dan Fleming	MUP
The Communications theory reader	Edited by Paul Cobby	Icon
Introduction to Communication Studies	John Fiske	Routledge
Mythologies	Roland Barthes	Vintage

MODULE: MEDIA LAW & ETHICS

Stage: Development & Integration
Theme: Structure of the Media
Assessment Weighting: Exam 60% Assignment 40%

INTRODUCTION

This course will provide an overview of the Irish legal system whilst focusing in detail on areas of the law particularly relevant to journalists. Thus, the law of copyright and defamation will be taught in a comprehensive but practical manner. Students will also be introduced to the law of contempt of court and the emerging law of privacy. An overview of contract and company law will also be provided. This course will also introduce students to the ethical considerations that apply to the discipline of journalism.

MODULE AIMS

This module aims to ensure that the graduate should have acquired a competent level of literacy in common legal doctrines, concepts, processes and terms so that, inter alia, they will recognise these occasions when professional legal opinion must be sought. It aims to ensure that students will have knowledge of what they legally can do and what they ethically should or should not do.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.
- Demonstrate independent critical judgement and analytical skills.
- Apply ethical standards to their work.
- Identify and have the confidence to exploit opportunities for new media products / services as they emerge.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Recognise the legal and professional implications for their own and their employers' interests of dubious or questionable copy, news reports, etc.
- Act appropriately on the legal significance, when relevant, of current events, proposed legislation, court and tribunal decisions, public issues and controversies, news items, etc.
- Build on this general foundation, which may confer on them a specialist status and so advance their career opportunities.

SYLLABUS

Introduction to the Irish Legal System

Sources of law

Types of law, civil/criminal

Court system

Copyright and Privacy

What is copyright

Copyright and Related Rights Act 2000

Emerging law of privacy (including ECHR)

Intellectual Property: Copyright; Trade Marks; Patents; licensing; IPL Protection

Defamation

Aim of defamation law

What is defamatory?

Liability

Defences

Contempt of Court

Introduction to civil and criminal contempt of court

Reporting restrictions

Introduction to Contract and Company Law

Basic elements of a contract

Breach of contract and remedies

Types of trading entities

Statutory Regulation: National Law, EU law. Broadcasting & TV Acts; Licensing

Media Ethics

NUJ code of conduct, IFL policy statements;

Accuracy, impartiality and fairness;

Conflict between media ethics and media law;

Susan O'Keefe and Kevin O'Kelly cases;

Censorship, freedom of speech in Ireland, EU;

Debate on right of reply and right to privacy;

Handling social mores, conformity, morality, etc.;

Source confidentiality and the law;

Use of stereotypes, racism and sexism in the media;

Conscientious objection by journalists;

Relationship/compromise with powerful sources;

Relationship with employer, ethical standards.

Law and the Media

Intellectual Property: Copyright; Trade Marks; Patents; the Copyright and Related Rights Act 2000, licensing; exemptions; fair use and fair dealing

New directions in Intellectual Property

Copyright in the digital age, Digital Rights management; Peer to peer networks; multimedia and mixed media; sampling; piracy v privacy; consumer as criminal

TEACHING & LEARNING METHODS

The module is delivered using:

- Formal Lectures
- Participative Lectures
- Guest Lectures
- Case Studies

ASSESSMENT METHODS

This module will be taught through a mixture of formal and participative lectures, allowing student interaction and questioning. Case studies will be presented to the class in order to highlight the practical ramifications of the subject matter. The course will be examined by an exam (60%), which will test the students' understanding of the Irish legal system and how it relates to the media and an assignment (40%), which will measure the students' ability to comprehend and analyse ethical dilemmas which may emerge.

Books:

TITLE	AUTHOR	PUBLISHER
Essential		
Media law	McGonagle, Marie	Round Hall
Journalists and the law	Murphy, Yvonne	Round Hall
Libel Law: a handbook for journalists	McHugh D	Round Hall
Principles of Irish Law	Doolan, B	Gill & Macmillan

Recommended		
Irish copyright and design law	Clark, R	Butterworths
Freedom of information law in Ireland	McDonagh, M	Round Hall
Media Law	Robertson & Nicols	Penguin
Power without Responsibility	J Curran & J Seaton	Routledge
The Media & Democracy	John Keane	Polity
Intellectual property law in Ireland	Clark, Robert	Butterworths
The Irish Legal System	Byrne & McCutcheon, P	Butterworths
A practical guide to data protection law in Ireland	A&L Goodbody	Roundhall

MODULE: HISTORY OF ART AND PHOTOGRAPHY

Stage:	Development & Integration
Theme:	Media Theory
Assessment Weighting:	Exam 50%
	Assignment 50%

INTRODUCTION

This module concentrates on the visual media and examines the history of art and photography. The module is designed to build on skills already learnt in stage 1 modules such as Media Studies and Introduction to Ways of Seeing.

MODULE AIMS

- This module aims to provide students with a deeper knowledge of the history of photography and art.
- Educate students in the relationship of photography within the visual arts, including film.
- Educate students in critical and analytical appraisal of photography
- Encourage students to express and qualify their own opinions in relation to visual media
- Provide students with up-to-date knowledge of contemporary genres and issues in photography and visual arts

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Competently identify and apply the knowledge, concepts and perspectives relevant to their work in media related employment.
- Demonstrate independent critical judgement and analytical skills
- Formulate and complete a wide range of media based assignments and project work to a high standard, demonstrating a capacity for critical evaluation and professional competence.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Analyse past and contemporary photography using appropriate methods of critical analysis
- Confidently express opinions on contemporary issues, works and personages in the visual media
- Critically evaluate the interrelationship of the visual arts
- Contextualise their own work within the broader canvas of contemporary lens based art forms

SYLLABUS

Block 1

Looking at Photography – critical theories and their application to photography and the visual arts.

Block II

The Body – depictions of the body in the visual arts
 Gender and Photography – gender issues and gender confusion in photography and the visual arts,
 On the Periphery – marginalised views.

Block III

The Portrait – different ways of seeing.
 Landscape – territory, environmental issues, aesthetics.
 Commercial photography – fashion.

Block IV

War Photography – documentary and protest photography.
 Political Photography – reportage, propaganda.
 Law and Photography – how photography has influenced law.

Block V

Breaking Taboos – shock photography.
 Censorship – arguments for and against.

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal lectures
- Site visits
- Screenings
- Tutorials
-

This module will be taught through lectures, tutorials, audio-visual presentations and class visits. The lectures will be delivered using slides and other visual aids. Tutorials will be student-directed and will consist chiefly of student presentations followed by question and answer sessions.

ASSESSMENT METHODS

Students will be assigned particular presentations at the beginning of the course and will be required to make a 30-minute oral presentation using appropriate presentation aids (slides, overhead transparencies, handouts, and computer aided presentations). Course work will account for 50% of the marks. Exams will consist of discussion questions in which students can demonstrate their knowledge of concepts and ideas and display research and critical thinking skills.

PRIMARY READING LIST

<i>On Photography</i>	Susan Sonntag	Penguin
<i>Ways of Seeing</i>	John Berger	Pelican
<i>Mythologies</i>	Roland Barthes	Paladin
<i>Image, Music, Text</i>	Roland Barthes	Vintage

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Repositionings	Ed. Frederick Garber	Penn State University Press
The Contest of Meaning: Critical Histories of Photography	Ed. Richard Bolton	MIT Press
Photography, Vision, and the Production of Modern Bodies	<u>Suren Lalvani</u>	State University of NY Press
The Art of Interruption : Realism, Photography and the Everyday	<u>John Roberts</u>	Palgrave
Traveling Light : Photography, Travel	John Taylor	State University of NY

and Visual Culture		Press
Body Horror: Photojournalism, Catastrophe and War	Peter Osbourne	Manchester University Press
The Politics of Focus: Women, Children and Nineteenth-Century Photography	Lindsay Smith	Manchester University Press
Male Female	Ed.Vince Alletti	Aperture
Bodies of Experience : Gender and Identity in Women's Photography Since 1970	Paul Jobling	Scarlet Press

MODULE: Broadcast Journalism I

Stage: Development & Integration

Theme: Media Skills

Assessment Weighting: Course work (60%) Exam (40%)

INTRODUCTION

To deepen their expertise, students need 'hands-on' experience of news and current affairs radio. The module develops the students' level of expertise by concentration on the art of newsgathering, production and script writing for radio.

MODULE AIMS

The module aims to give the student competence in programme development for news and current affairs writing. Students will integrate skills of analysis and other practical skills contained in other modules such as Writing and Public Presentation Skills and elements of Understanding Society and Contemporary Society. Students will demonstrate their increasing levels of expertise while focusing and presenting Griff FM radio. The module also aims to give students a technical understanding of how a radio station works.

MODULE LEARNING OUTCOMES

This module delivers / supports the following programme learning outcomes:

- Assume immediate employment as professionally equipped journalists and communications specialists in, radio.
- Operate relevant media equipment to a high technical standard.
- Competently construct and present written material for Radio.
- Formulate and complete a wide range of media based assignments and project work to a high standard, demonstrating a capacity for critical evaluation and professional competence.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Competently use equipment in the Radio Station.
- Conduct and record interviews and prepare material for subsequent broadcasting
- Competently script and present material used in broadcasting
- Research news and current affairs stories effectively, ethically and thoroughly

SYLLABUS

Sound Recording and Editing

- Using tape machines and editing equipment editing, the ethics of editing, functions of editing
- Mixing channels and controls, fading techniques, etc
- Linking transmission/sound
- Portable equipment: reel to reel vs cassette, checking levels
- Microphones in use

Planning the Story

- Newsroom conference
- The angle, the focus, the brief

- Fieldwork
- Schedule, deadline, getting the story back to base
- Item selection and order
- Editing the story
- Programme presenter, anchor techniques
- Post-mortem analysis

Programme Construction

- Programme identity
- Presentation and linking.
- Types of Interview.
- Types of newsgathering.
- Script layout, writing for Radio

Writing for Radio

- Use of language: simplicity, accuracy, clarity
- Rules of the spoken (as opposed to written) word
- Avoiding clichés and stereotypes
- Immediacy, interest, drama
- News, current affairs, light entertainment, sport

The Art of Interviewing

- Research - who are you interviewing, why
- Preparing question outlines, interview tone, context
- Interview conditions - what to accept, not to accept and why
- Asking clear short, direct questions
- Interruptions

The Studio

- Studio transmission, talks studio, contributions studio, etc.
- Outside Broadcasts vehicles/radio car
- Use of remote studio
- Use of delay/digital delay

Running *Griff FM*

- Practical integration of all the skills of radio production by preparing and presenting live and recorded packages for broadcast

Programming Radio

- Constructing a radio schedule
- Establishing roles and demarcation
- Setting up departments (News, Current Affairs, Music, Sports, Drama, etc)

Marketing Radio

- Publicity and advertising
- BCI rules for community stations (*Griff FM*)

TEACHING AND LEARNING METHODS

The module is delivered using:

- Formal lectures
- Participative lectures
- Workshops

ASSESSMENT METHODS

Students will be assessed on their ability to integrate critical analytical skills developed by other modules with practical experience. Work will be assessed both for its level of journalistic value as well as for its practical competence.

Assessment/examination weighting:

Continuous Assessment	60%
Final examination	40%

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Broadcast Journalist	Boyd, A	Focal

RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
The Radio Station	Keith & Krause	Focal Press
Writing for Radio News	Keith & Krause	Focal Press
Guidelines for RTE Personnel	RTE	RTE
Local Radio Journalism	Chantler, P	Focal Press

MODULE: Video Production I

Stage: Development & Integration

Theme: Media Skills

Assessment Weighting: 100% project

INTRODUCTION

For those working within broadcast media today it is essential to have an understanding of the broad principles and theories that underpin the production of audio-visual programmes and documentaries. With this knowledge and the opportunity to develop practical production and directional skills comes the ability to analyse, critique and produce such programmes.

MODULE AIMS

The course aims to introduce first year students to the theory and practise of the documentary and factual programme, through lectures and screenings. The students will develop analytical, conceptual and creative skills necessary for the production of such projects. The course has a practical element in that students will produce a short video project at the end of the semester.

MODULE LEARNING OUTCOMES

This module supports the following programme learning outcomes:

- Competently construct and present written and/or visual material for Radio, TV, the Internet and other photographic media areas requiring integrated multimedia skills.
- Operate relevant media equipment to a high technical standard.
- Apply ethical standards to their work.

It does this by specifically ensuring that on module completion, students will be in a position to:

- Prepare and Construct a short video project
- Understand the language of video image making
- Work cooperatively with others in the preparation and making of a piece of video

SYLLABUS

Introduction to Documentary Film and Factual Programmes

Brief history of the development of the documentary and factual programme, with examples. Exploration of reality in film. Questions of point of view and selectivity. Objectivity and Authorship. Modern factual programming and documentary. Differences and similarities. With screenings

Film and Television Language & Authorship

The development of the documentary in Europe and the U.S. Technology and theory. Actuality, direct cinema and cinema verite. The documentary and television, how this relationship has developed and how it has affected the form and structure of documentary. Introduction of the term factual programming. Its development and effect on traditional forms. With screenings.

Introduction to the Production Process

Finding and developing creative ideas. Collecting raw material. Initial research and writing the proposal. How to analyse subjects and material and developing strategies for production. Developing the story of the film. Synopsis, treatment and proposal. Planning a budget. Funding institutions and their requirements. Production crew and areas of responsibility.

Introduction to types of documentary and factual programme

Analysing documentary and factual film in terms of subject matter and approach. Brief look at the biography, music film, history, personal film, political, subjective, objective, director-led, visual approach. Narrative elements in a film. Interview-led films.

Modern Documentary and Factual Programmes

What are the issues and how are they explored.

Questions of authorship and responsibility.

The ethics of the filmmaker.

Whose voice?

Fly on the wall.

Use of new technology and its impact on the process and theory.

The interview method and use of voice-over.

TEACHING LEARNING METHOD

The module is delivered using:

- Lectures based on modern texts and commentaries; analysis of current trend and practices in film-making and creative exploration of the themes.
- Development of individual skills of students through preparation and production of a short project.
- Tutorials and screenings.
- Class discussion and debate.
- Critical analysis of subject matter.

ASSESSMENT METHODS

Students are required to produce a basic narrative video project with ancillary research documentation learning logs and a critique of the video process as applied to their project. The weighting will be as follows:

- Video Project 40%
- Learning log 20%
- Research and Critique 40%

PRIMARY READING LIST

TITLE	AUTHOR	PUBLISHER
Introduction to journalism	Rudin	Focal Press 2002
Television programme making: everything you need to know to get started	Hart	Focal Press 1999
Making media: foundations of sound and image production	Roberts-Breslin	Focal Press 2003
Videojournalism: the definitive guide to multiskilled television production	Griffiths	Focal Press 1998
The television handbook	Holland	Routledge 1997

Broadcast Journalism	Boyd	Focal Press 2000
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RECOMMENDED READING LIST

TITLE	AUTHOR	PUBLISHER
Presenting on TV and Radio	Trewin	Focal Press 2003
The Gaffer's Handbook	Box	Focal Press 1999
Basics of Video Lighting	Lyver	Focal Press 1999
Film and Video Editing	Crittenden	Blueprint 1995
Editing Digital Film	Fowler	Focal Press 2001
Video Editing and Post Production	Anderson	Focal Press 1999

Interior Design & Architecture Modules

Project Work I – Visual Studies	
Prerequisites	None
Module credits	14
Assessment weighting	100% continuous assessment
Module duration	Semester I, 12 hours/week
Element	Design, Drawing, Culture,
Supports stage learning outcomes	<ul style="list-style-type: none"> Recognise conceptual, contextual, ethical and material considerations in design. Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. Analyse briefs and actively participate in group or individual projects work Conduct enquiries into and appreciate the built environment in terms of its cultural, social, historical and political context.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> Develop students' creativity Develop students' intellectual potential and learning capacity. Introduce students to the visual elements of design <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology and Management modules.
Module learning outcomes	<p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Commence the process of seeing, thinking and designing in imaginative ways. Further the development of their creative and intellectual abilities Understand the role of inspiration and concepts in design

- Understand and recognise the main visual elements of design.
- Understand and observe the main elements of function, structure and aesthetics in design.
- Understand the importance of participating in and completing each stage of the creative design process, namely: discussion, research, analysis, consideration, synthesis, conclusion, application and presentation.
- Carry their creative ideas from concept through to realisation.
- Express themselves through drawings and 3D modeling.
- Communicate their design ideas through a variety of visual media.
- Present their observations, conclusions and proposals in visual, oral and written terms.

Syllabus:

Basic visual elements (Series of exercises on):

Line, shape, form, colour, scale, proportions, symmetry and balance, positive and negative space.

Geometry as a visual language (Series of exercises on):

Use of geometry, concept of space, structure, volume, surface, edge, direction, parallel, convergence, divergence, convex, concave.

Colour (Series of exercises on)

Introduction to the colour theory, colour wheel,
Polychromatic and monochromatic colours, warm and cold

Project I :

'Observation & transformation'

This is a project where students are guided through the process of taking a simple object/objects from their surroundings, observing it, sketching in and ultimately, manipulating and transforming the images into a large 3D piece.

Project II :

'Inspiration & interpretation'

This is a project that involves taking a painting and translating it in terms of geometric shapes, colour, line and form.

Project III :

'Concept to realisation'

This is a project that involves taking an abstract idea and translating it into a visual medium.

An indicative project is appended to this document. (**Appendix A**)

Teaching/learning methodology:

Each exercise or project commences with an in-depth briefing session including support lectures or demonstrations. The exercises may be conducted in studio or be a part of out-of-studio investigation and homework. The briefing sessions on project are followed up with discussion, research, analysis, consideration, synthesis, conclusion, application and presentation.

Throughout the duration of each exercise or project, students are supported by one-to-one tutorials, continuous class discussion and critiques with peer group participation.

Consolidation of learning is reinforced by inter-linking, co-ordinating and involvement of other course subjects e.g. Analytical Drawing, Architectural Drawing, Communication I & Cultural Studies.

Method of assessment:

The assessments are carried out in accordance with the Faculty Assessment Manual. Within the continuous assessment procedure each exercise is assessed and students receive results and feedback individually and in a group. In terms of project assessment each individual student must give a complete presentation, which includes visual, oral and written elements for each project work. The tutors and the peer group are encouraged to comment on the work.

The marks for each project are awarded on the basis of several different specific criteria, which are determined and made known to the student on commencement of each project.

Recommended reading

Principles of Color	Birren	Schiffer Publishing	1999
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Notes on Visual Perception	Michal Ozmin	GCD	2002
Colour Notes	Tracy Fahey	GCD	2000
Colour Dictionary	Tracy Fahey	GCD	2000
Psychology of Perception	Adams, L. S.	Laurence King Publishing	2002
Supplementary Reading			
Periodicals			
Abitaire			
Architectural Review			
Architectural Journal			
Design Week			
Domus			
Elle Decoration			
European Institute for Design and Disability			
Irish Building			
Japan Architect			
Plan			
Wallpaper			
World of Interiors			
Databases			
Great Buildings Database			
Design and Applied Arts			
Infotrac			
Lexis Nexis			

Architectural Drawing I	
Prerequisites	None
Module credits	5
Assessment weighting	100% continuous assessment
Module duration	Semester I, 6 hours/week
Element	Drawing
Supports stage learning outcomes	<ul style="list-style-type: none"> Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. Analyse briefs and actively participate in group or individual projects work
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> Introduce students to the basic skills of architectural drawing, Develop understanding of the language of architectural drawing and the role it plays in communication of design work Develop students' intellectual potential and learning capacity. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture and Technology

Module learning outcomes

On completion of this subject students will be able to:

- use standard drawing equipment
- draw free hand and use drawing instruments to produce: plans, sections, elevations to scale
- present their work using traditional pencils, ink, colour pencils and pastels produce drawings including architectural symbols. 5. Draw isometric and axonometric projections
- Draw one and two point perspectives
- Apply elementary principles of visual presentation

Syllabus:**Introduction to drawing equipment**

T-square, set-square, compass, drawing board, parallel motion, pencil, nylon tip pen, drawing (free hand and with the use of equipment); primary lines, secondary lines, crossing lines, dimensions, scale symbols, notes and lettering

First stage of drawing competence

Drawing (free hand and with equipment) plans elevations, sections, slopes and forms, taking survey measurements and proper survey drawings, interiors and details

Second stage of drawing competence

Layouts and dimensions, notes, symbols, colours

Third stage drawing competence

Isometric, axonometric and oblique projections. One and two point perspectives, rendering

Visual presentation

Preparation, sequence and timing, consistency, continuity, precision, standards and norms, logic and communication, target audience and receiver

Techniques

Media and tools, pencil, colour transparency, transtext, colour plate copying layouts and legends

Report writing

Structuring reports, stating aims and objectives, sequencing report, report layout styles, typeface and use of colour, cover and front page design, target audience

Teaching/learning methodology:

The subject will be taught through formal lectures and demonstrations and interactive workshops using examples of the standards required. Students are given assignments based on the lectures and carry them out in studio under supervision. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student. Competence in drawing skills is improved by trial and error practice using student centred learning.

Method of assessment:

This methodology is based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of the presentation of architectural drawings completed both in class and at home.

The cumulative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Reekie's Architectural Drawing	Ronald Fraser Reekie	Arnold	1996
Creative Perspective	R.W. Gill	Thames and Hudson	1975
Design Drawing Techniques.	Porter & Goodman	Architectural Press	1997
Architectural Drawing: A Visual Compendium of Types and Methods.	Yee Rendow	John Wiley & Sons	1997
Lettering for Architects	Martha Sutherland, V.N.	Van Nostrand Rheinhold	1989

	Rheinhold		
Supplementary reading			
Architectural Graphics	Francis D. Ching	Van Nostrand Rheinhold	1996
The Art of Architectural Drawing: Imagination and Technique	Schaller	Van Nostrand Reinhold	1997
A Visual Dictionary of Architecture	Ching Francis D. K.	Van Nostrand Reinhold	1996
Illustrated Dictionary of Architecture	Burden	Van Nostrand Reinhold	1998
Design Drawing	Ching Francis D. K.	Van Nostrand Rheinhold	1997
Architectural Working Drawings (4 th edition)	Liebing Ralph W.	Prentice Hall	1999

Analytical Drawing I	
Prerequisites	None
Module credits	5
Assessment weighting	100% continuous assessment
Module duration	Semester I – 3 hours/week.
Element	Drawing
Supports stage learning outcomes	<ul style="list-style-type: none"> Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. Analyse briefs and actively participate in group or individual projects work Conduct enquiries into and appreciate the built environment in terms of its cultural, social, historical and political context.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> Achieve a degree of competency and confidence in freehand drawing Teach and encourage students to observe, analyse and record objects and environments, in detail, through the medium of freehand drawing Develop students' intellectual potential and learning capacity. Introduce students to the visual elements of design <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture and Technology
Module learning outcomes:	
On completion of this subject students will be able to:	
<ul style="list-style-type: none"> Use standard drawing equipment Conduct analysis of objects in terms of form, geometry and structure through drawing and modeling Express and communicate, applying freehand drawing and simple 3D models, the proportions, scale 	

structure and function of objects			
Syllabus:			
Analytical drawing exercises			
Freehand drawing studies to examine and analyse the shape, form, proportion and geometry of man-made and natural objects			
Freehand drawing studies to examine and analyse the space, scale relationship and configuration of objects clustered in a group			
“How-it-works” exercises			
Drawing analysis of man-made and natural objects supported by simple 3D paper models illustrating how they function.			
Teaching/learning methodologies:			
The subject will be taught primarily by means of interactive workshops featuring demonstrations of the standards required and supported by one to one tutorials and practical exercises. Assignments are set for class and home completion. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.			
Method of assessment:			
This methodology is based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of observational sketching and visual presentations. The summative assignment is conducted by means of portfolio/process-folio appraisal.			
Recommended reading			
Color Drawing ; a marker/coloured pencil approach for architects, landscape architects, interior and graphic designers, and artists	Doyle	John Wiley and Sons	1999
Basic Rendering: Effective Drawing for Designers, Artists and Illustrators	Gill	John Wiley and Sons	1991
Designer Primer: Graphics techniques	Porter & Goodman	Van Nostrand Rheinhold	1998
Surfaces Visual Research for artists, Architects and Designers	Juracek	W W Norton & Company Inc.	1996
Kandinsky's Teaching at the Bauhaus: Color Theory and Analytical Drawing	Poling, C.V.	Rizzoli	1987
The New Drawing on the Right Side of the Brain	Edwards, B.	J.P. Tarcher	1999
Designers Guide to Color	Stockton, J.	Chronicle Books	1984

Cultural Studies I	
Prerequisites	None
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester I, 3 hours/week.
Element	Culture
Supports Stage Learning Outcomes	<ul style="list-style-type: none"> • Recognise conceptual, contextual, ethical and material considerations in design. • Conduct enquiries into, and appreciate the built environment in terms of its cultural, social, historical and political context.
Module aims	

	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Give students an understanding of the context and language of the visual arts, focusing on the built environment. This will scaffold the five later Cultural Studies modules • Develop students' intellectual potential and learning capacity. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture and Technology
<p>Module learning outcomes</p> <p>On completion of this subject students will be able to;</p> <ul style="list-style-type: none"> • Appreciate the significance of context in relation to the visual arts • Discuss the visual arts using appropriate terminology • Observe and describe elements of art, design and architecture • Recognise and appreciate styles from prehistoric to Roman eras • Use visual and written evidence to reconstruct interiors from these eras • Trace the development of interiors during these eras. 	
<p>Syllabus:</p> <p>Introduction to the visual arts What is art? What is architecture? What is design? Formal elements of style – form, line, composition, colour, space. Notions of utility, production, technique.</p> <p>Introduction to culture What is culture? Significance of aesthetic, cultural, social, historical and political context for the visual arts.</p> <p>Origins of civilization and culture Early man, cave paintings and sculpture of the Paleolithic era, rock-shelter paintings of the Mesolithic era, megalithic structures and carvings, the first cities, Mesopotamian culture. Case studies – caves of Altamira and Lascaux, Newgrange, Stonehenge, early dwellings, Ur.</p> <p>Egyptian culture Egyptian life, architecture, art and design. Development of interiors. Significance of religion - tombs and tomb decoration. Case studies – pyramids, Valley of the Kings, Tutankamun's tomb, Deir-el-Medina.</p> <p>Greek culture Greek society, roles and customs. Art, architecture and design, focusing on temple-structures, sculpture and vase painting. Case-studies – Athens and Sparta, philosophy and ideals, temples of the Acropolis, various sculptures and vases to illustrate development from early Greek to late Hellenistic.</p> <p>Roman culture Rise of Roman society, roles and customs. Political influences from Republic to Empire. Roman visual arts, focusing on architecture, wall paintings and commemorative sculpture. Case studies – Rome, propaganda and power in the visual arts, the Coliseum and other Roman buildings, Pompeii and Herculaneum.</p>	
<p>Teaching/learning methodology:</p> <p>This methodology is based on the module learning outcomes. Students will be taught mainly by means of formal lectures and field trips. Each topic will be covered by at least one formal lecture. In order to achieve the module learning outcomes most topics will be supported by an appropriate observational field trip incorporating sketching. Class discussion will be encouraged. The emphasis is on individual work in this module. This module interrelates with the Visual Studies module in terms of analysing</p>	

works of art (Project II, Visual Studies).

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of a visual examination, observational sketching and notebook presentations.

The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Civilizations of the West; the Human Adventure	Greaves, R.L., Zaller, R., Roberts, J.T.	HarperCollins	1992
Civilization	Kenneth Clarke	BBC and John Murray	1969
Gardner's Art Through The Ages; the Western Perspective (11 th edition)	Helen Gardner	Thomson	2003
Exploring Art	Adams, L. S.	Laurence King Publishing	2002
Understanding Architecture	Roth, Leland, M.	Harper Collins	1998
Origins of Western Art: Egypt, Mesopotamia, the Aegean	Wolff, W.	St. Martin's Press; (April 1989)	
Proportion and Style in ancient Egyptian art	Gay Robins	Laurence King Publishing	1994
The Dwellers on the Nile: the life, history, religion and literature of the ancient Egyptians	Ernest Alfred Wallis	Dover Publications	1977
Egyptian Art	Jaromir Malek	World of Art	1999
Greek Art	Schuchhardt, W.H.	Herbert	1990
Richter, Gisele	A Handbook of Greek Art,	Phaidon	1983
Greek Art: Its Development, Character and Influence	Cook, R.M.	Penguin	1984
Roman Art: Romulus to Constantine,	Ramage, Nancy,	Harry Abrams	1991
Roman Art and Architecture	Wheeler, Mortimer	World of Art	1999
Handbook of Roman art: a survey of the visual arts of the Roman world	Henig, M (Editor), Richter, Gisela, M.	Phaidon, 1983.	1983
The gardens of Pompeii: Herculaneum and the villas destroyed by Vesuvius	Jashemski, Wilhelmina Mary Feemster	Caratzas Bros	1990
The furniture of the Greeks, Etruscans and Romans	Richter, Gisela Marie Augusta, London	Phaidon	1966

Communication I

Prerequisites	None
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester I, 3 hours/week.
Element	Culture
Supports stage learning outcomes	<ul style="list-style-type: none"> Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching,

	<p>architectural drawings - and to understand and operate basic computer systems and packages.</p> <ul style="list-style-type: none"> • Organise and operate group and individual projects. • Analyse briefs and actively participate in group or individual projects work
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Develop students' effective communication skills in oral, visual and written terms. • Develop students' intellectual potential and learning capacities. • Apply the visual elements of design in presentation <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture and Management
<p>Module learning outcomes On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Communicate confidently, effectively and clearly. • Communicate and present their ideas and proposal using written reports, presentation skills and models. 	
<p>Syllabus:</p> <p>English: Basics of written communication Research and communication. Report writing and note-taking.</p> <p>Presenting Visual materials: Introduction to the basics of visual presentation; Elements of presentation: communication, clarity, simplicity, uniformity, legibility, sequence, typography, and legends. Required standards and examples. Methods and techniques.</p> <p>Model Making: Introduction to the principles of model making. Required standards and examples. Methods and techniques.</p>	
<p>Teaching/learning methodology: The subject will be taught primarily through demonstrations, workshops and a small number of formal lectures. In the case of each mode of communication, students will be given examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.</p>	
<p>Method of assessment: This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. Students will have to illustrate achievement of the module learning outcomes by producing evidence of proficiency in communication in written and visual form. The summative assignment is conducted by means of portfolio/process-portfolio appraisal.</p>	
Recommended reading	
Interior Design Visual Presentation; A Guide to Graphics,	Mitton, M. John Wiley & Sons 1999

Models and Presentation Techniques			
Basic Psychology	Glectmen	Norton	1996
The Handbook of Communication Skills	Hurst, B	Kogan Page	1999
Effective Presentation	Jay, A. & R	Pitman Publishing	1996
English Communication for English Students	Scott	Gill and Macmillan	2000
Being Successful in Presentations	Baron	Blackhall Publishing	1999

Computer Studies I	
Prerequisites	None
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester I, 3 hours/week
Element	Design, Drawing
Supports Course Learning Outcomes	<ul style="list-style-type: none"> Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> Achieve a good standard of proficiency in use of a computer as an essential prerequisite to scaffold the later CAD modules Develop students' intellectual potential and learning capacity. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology and Management.
Module learning outcomes	
<p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Use a computer operating system to create and manage files and system commands Use the internet and virtual databases in order to research projects Use Word, PowerPoint to a required degree of proficiency Experiment with software through the use of montages, layout and other presentation skills 	

Syllabus:			
Introduction to the Operating System			
General introduction to the operating system; capabilities and commands. Storing and retrieving files, activating programs, using system utilities			
Introduction to Word Processing:			
File managing, file finding, templates, printing and page set-up. editing, find and replace, views, toolbars, headers and footers, insert, page breaks, page numbers, table of contents, formatting, page layout, borders and shading, bullets and numbering, tools, spell checking, grammar checking, mail merges, inserting tables, rows, columns and sorting.			
Introduction to Presentation Tools			
Creating slides, Embedding worksheets from other applications such as AutoCAD drawings. Sequencing the slides to create a slide show; Using animation techniques. Presenting a slide show using projection facilities.			
Teaching/learning methodology:			
Students will be taught in interactive workshops in a specialised computer lab. Each session will incorporate a tutor-led demonstration of software applications. In order to achieve the learning outcomes, each session will also incorporate practical elements allowing students to experiment with different media. Problem-based learning will also be used as a teaching methodology. This module interrelates with other year modules in that they can scan and manipulate images of work related to projects, assignments and exercises. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.			
Method of assessment:			
This module is assessed by continuous assessment. It will take the form of class tests, and research presentations that involve written and visual material. The summative assignment is conducted by means of portfolio/process-folio appraisal.			
Recommended reading			
An Introduction to Word Processing Using Word 2000 or Office 2000	Watt, F	Usborne Publishing Ltd	2000
An Introduction to Spreadsheets for 2000	F. Patchett	Usborne Publishing Ltd	2000
Architectural Graphics	Francis D. Ching	Van Nostrand Rheinhold	1996

Project Work II – Visual Studies	
Prerequisites	Project work I- Visual Studies, Communication Studies I
Module credits	14
Assessment weighting	100% continuous assessment
Module duration	Semester II, 12 hours/week.
Element	Design, Drawing, Culture, Technology & Management
Supports stage learning outcomes	<ul style="list-style-type: none"> • Recognise conceptual, contextual, ethical and material considerations in design. • Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. • Organise and operate group and individual projects. • Analyse briefs and actively participate in group or individual projects work • Conduct enquiries into, and appreciate the built environment in

	terms of its cultural, social, historical and political context.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Further develop students' creativity • Develop students' intellectual potential and learning capacity. • Introduce students to the language and basic elements of Interior Architecture <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology and Management
Module learning outcomes	
<p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Develop the process of seeing, thinking and designing in different and imaginative ways • Understand and observe the main elements of function, human factors, structure and aesthetics in Interior Architecture. • Experiment and apply the Theory of Colour in design work • Appreciate application of principles of Visual Perception and its visual impact • Participate in and manage each stage of the creative design process, • Carry creative ideas from concept through to realisation • Present their design ideas through a variety of visual media. 	
Syllabus:	
<p>Composition 2D and 3D (Series of exercises) Structure, balance, configuration, layout, background and plains Positive/negative, use of complementary and conflicting forms flow, conflict, harmony</p> <p>Theory of Colour Additive colour, Subtractive colour Complementary and contrasting colours Brilliance, hue, tone Psychology of colour</p> <p>Visual Perception Human Eye, light energy and visible spectrum, Gestalt, Perception model of 'Bottom-up-and-Top-down' Negative afterimages, Visual ambiguity and distortion Optical illusions, Visual agnesia</p> <p>Project IV – '<i>Object and environment</i>' This is a project focusing on the relationship between man and space. It involves students conducting individual research into anthropometrics and movement.</p> <p>Project V – '<i>21st century studio dwelling</i>' This is a project that begins with the analysis of geometry of space by manipulating basic geometrical forms. This analysis is then translated into defining spatial arrangements and function within the dwelling.</p> <p>Project VI – '<i>Living capsule</i>' This is a project that involves group work. It deals with the integration of basic elements of interior architecture such as function, structure, human factors, materials and aesthetics. The project is carried</p>	

out in full-size models using corrugated cardboard.
An indicative project is appended to this document. (**Appendix A**)

Teaching/learning methodology:

Each exercise or project commences with an in-depth briefing session including support lectures or demonstrations. The exercises may be conducted in studio or be a part of out-of-studio investigation and homework. The briefing sessions on project are followed up with discussion, research, analysis, consideration, synthesis, conclusion, application and presentation.

Throughout the duration of each exercise or project, students are supported by one-on-one tutorials, continuous class discussion and critiques with peer group participation.

Consolidation of learning is reinforced by inter-linking, co-ordinating and involvement of other course subjects e.g. Analytical Drawing, Architectural Drawing, Communication I & Cultural Studies.

Method of assessment:

The assessments are carried out in accordance with the Faculty Assessment Manual. Within the continuous assessment procedure each exercise is assessed and students receive results and feedback, individually and in a group. In terms of project assessment each individual student must give a complete presentation, which includes visual, oral and written elements for each project work. The tutors and the peer group are encouraged to comment the work.

The marks for each project are awarded on the basis of several different specific criteria, which are determined and made known to the student on commencement of each project. At this stage indicative criteria would relate to reaching first year standards as defined in the benchmarking such as creative quality of concept, path of concept development, transformation, synthesis-conclusions, use of materials, group participation and presentation (visual and oral)

Recommended reading

The Design Encyclopaedia	Mel Byars	Lawrence King	1994
Dictionary of Design and Designers	Simon Jervis	Penguin	1984
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
How to run successful Projects	Fergus O'Connell	Addison W. Harlow	2001
Specifying Interiors	Mary Rose McGowan	Wiley	1996
Design, Projects and Drawings	Jasper Morrison	ADT Press	1990
Interior Design, Visual Presentation	Maureen Milton	J.Wiley and Sons	1999
Presentation Techniques	Dick Powell	Little Brown	1998

Supplementary Reading

Periodicals

- Abitare
- Architectural Review
- Architectural Journal
- Design Week
- Domus
- Elle Decoration
- European Institute for Design and Disability
- Irish Building
- Japan Architect
- Plan
- Wallpaper
- World of Interiors

Databases

- Great Buildings Database
- Design and Applied Arts
- Infotrac

Architectural Drawing II	
Prerequisites	Architectural Drawing I
Module credits	5
Assessment weighting	100% continuous assessment
Module duration	11 Weeks – 6 hours /week
Element	Drawing
Supports stage learning outcomes	<ul style="list-style-type: none"> • Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. • Analyse briefs and actively participate in group or individual projects work
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Lead on from Architectural Drawing I by facilitating the development of further skills in architectural drawing, • Develop fluency in the use of the language of architectural drawing. • Further develop students' intellectual potential and learning capacity. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture and Technology.
<p>Module learning outcomes On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Express themselves in the language of architectural drawing • Use drawing instruments to produce plans, sections, elevations to scale • Present their work using traditional pencils, ink, colour pencils and pastels produce drawings including architectural symbols. • Draw isometric and axonometric projections • Draw one and two point perspectives • Apply principles of visual presentation 	
<p>Syllabus:</p> <p>Second stage of drawing competence Layouts and dimensions, notes, symbols, colours</p> <p>Third stage drawing competence Isometric, axonometric and oblique projections. One and two point perspectives, rendering</p> <p>Visual presentation Preparation, sequence and timing, consistency, continuity, precision, standards and norms, logic and communication, target audience and receiver</p> <p>Techniques Media and tools, pencil, colour transparency, transtext, colour plate copying layouts and legends</p>	

Teaching/learning methodology:			
The subject will be taught through formal lectures using examples of the standards required. Students are given assignments based on the lectures and carry them out in studio under supervision. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student. Competence in drawing skills is improved by trial and error practice using student centred learning.			
Method of assessment:			
This methodology is based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of the presentation of architectural drawings completed both in class and at home. The summative assignment is conducted by means of portfolio/process-folio appraisal.			
Recommended reading			
Reekie's Architectural Drawing	Ronald Fraser Reekie	Arnold	1996
Creative Perspective	R.W. Gill	Thames and Hudson	1975
Design Drawing Techniques.	Porter & Goodman	Architectural Press	1997
Basic Perspective Drawing.	Montague	John Wiley & Sons	1998
Architectural Drawing: A Visual Compendium of Types and Methods.	Yee Rendow	John Wiley & Sons	1997
Perspective Grid Sourcebook: Computer Tracing Guides for Architectural and Interior Design Drawings	Burden	Van Nostrand Reinhold	1991
Lettering for Architects	Martha Sutherland, V.N. Rheinhold	Van Nostrand Rheinhold	1989
Supplementary reading			
Architectural Graphics	Francis D. Ching	Van Nostrand Rheinhold	1996
The Art of Architectural Drawing: Imagination and Technique	Schaller	Van Nostrand Reinhold	1997
A Visual Dictionary of Architecture	Ching Francis D. K.	Van Nostrand Reinhold	1996
Illustrated Dictionary of Architecture	Burden	Van Nostrand Reinhold	1998
Design Drawing	Ching Francis D. K.	Van Nostrand Rheinhold	1997
Architectural Working Drawings (4 th edition)	Liebing Ralph W.	Prentice Hall	1999

Analytical Drawing II	
Prerequisites	Analytical Drawing I, Project Work I-Visual Studies, Communication Studies I, Architectural Drawing I
Module credits	5
Assessment weighting	100% continuous assessment
Module duration	Semester II – 3 hours/week
Element	Drawing
Supports stage learning outcomes	<ul style="list-style-type: none"> Recognise conceptual, contextual, ethical and material considerations in design. Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic

	<p>computer systems and packages.</p> <ul style="list-style-type: none"> Analyse briefs and actively participate in group or individual projects work 		
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> Develop in students a habit of sketching and modelling as a tool in their creative work and in the future professional life. Advance students' competency and confidence in freehand drawing and other visual media Consolidate students' understanding of form, geometry, proportion, scale, structure and function. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology 		
<p>Module learning outcomes: On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Execute quick thumbnail sketches with pencil, pen, marker, brush and paper Explain instantly by sketching and/or modeling their concepts and ideas Apply sketching and modeling as a tool in their design process Use appropriately and efficiently sketching and modeling skills balancing and complementing the CAD skills acquired during the later stages of the programme. 			
<p>Syllabus:</p> <p>Analytical Drawing and Painting (Series of exercises) Exploring the space, shape, form, proportion, geometry and colour Still life drawing and colour work Life drawing (animals and human) Built-in environment drawings and colour work</p> <p>Drawing from memory (Series of exercises) “See and remember” essential visual information; geometry, proportions scale and colour Reconstruction process from the memory based on visual information.</p> <p>When freehand drawing is faster and more appropriate than CAD “Drawing selective and essential elements”-Concept sketching and Fast sketching - diagrams, instructions and site meeting explanations Creating imagery using markers and other techniques</p> <p>Portfolio and sketchbook Maintenance of portfolio- size volume, order Selection and representation of work Maintenance of sketch book-typology, notes and sketching</p>			
<p>Teaching/learning methodology: The subject will be taught through formal lectures using examples of the standards required supported by demonstrations, interactive workshops, one to one tutoring and practical exercises. Assignments are set for class and home completion. They are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.</p>			
<p>Method of assessment: This methodology is based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of observational sketching and visual presentations. The summative assignment is conducted by means of portfolio/process-folio appraisal.</p>			
<p>Recommended reading</p>			
Color Drawing	Doyle	John Wiley and Sons	1999

Basic Rendering: Effective Drawing for Designers, Artists and Illustrators	Gill	John Wiley and Sons	1991
Designer Primer: Graphics techniques	Porter & Goodman	Van Nostrand Rheinhold	1998
Surfaces Visual Research for artists, Architects and Designers	Juracek	W W Norton & Company Inc.	1996
Kandinsky's Teaching at the Bauhaus: Color Theory and Analytical Drawing	Poling, C.V.	Rizzoli	1987
The New Drawing on the Right Side of the Brain	Edwards, B.	J.P. Tarcher	1999
Designers Guide to Color	Stockton, J.	Chronicle Books	1984

Cultural Studies II	
Prerequisites	Cultural Studies I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester II- 3 hours/week
Element	Culture
Supports Stage Learning Outcomes	<ul style="list-style-type: none"> Recognise conceptual, contextual, ethical and material considerations in design. Conduct enquiries into, and begin the process of appreciation of the built environment in terms of its cultural, social, historical and political context.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Give students an understanding of the context and language of the visual arts, focusing on the built environment. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes. Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Design, Drawing and Culture modules
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Appreciate the significance of context in relation to the visual arts Recognise, describe and appreciate styles from the Middle Ages to the 1700's Use visual and written evidence to reconstruct interiors from these eras Trace the development of interiors during these eras Research styles in context

<p>Syllabus:</p> <p>Research and writing techniques in Cultural Studies Use of internet, databases, museums, books, periodicals in research. Appropriate academic writing. Use of images. Referencing, footnotes and bibliographies.</p> <p>The rise of Christianity culture; effects on Roman Empire Rise of Christianity, religious influence on art, architecture and design in terms of iconography, form, medium and materials. Case studies – Roman catacombs, Ravenna, Byzantium/Constantinople.</p> <p>The rise of Christianity culture; effects on Ireland and Britain</p>

Rise of Christianity, religious influence on art, architecture and design in terms of iconography, form, medium and materials. Case studies – Book of Kells, Lindisfarne Gospels, Ardagh Chalice, Tara Brooch, Sutton Hoo hoard.

The Middle Ages

History of the Middle Ages in Europe, barbarian influences, society in the Middle Ages, visual and written sources.

The Middle Ages: The Romanesque Style

Overview of origins and development of style, concentrating on their external and internal decoration and structure. Sculpture, painting and illumination

The Middle Ages: The Gothic Style

Overview of origins and development of style, concentrating on their external and internal decoration and structure. Sculpture, painting and illumination. The evolution of stained glass

Renaissance culture: Italy

Origins of the Proto-Renaissance in Italy, artistic, intellectual and cultural influences. Case –studies – Giotto, Cimabue, Duccio.

Development of the Quattrocento in Florence and beyond. Case studies – Masaccio, Brunelleschi, Alberti, Botticelli, Uccello, della Francesca.

Development of the High Renaissance in Rome and beyond. Case studies – Bramante, Michelangelo, Leonardo, Raphael.

Mannerism

Origins of the style as a reaction to the High Renaissance.

Case studies – High Renaissance artists, Giulio Romano, Parmigianino, Fiorentino, Pontormo, Bronzini.

Renaissance culture: outside Italy

Spread of Renaissance culture. Influence of culture on development of arts. Case –studies – France and Northern Europe - Van Eyck, Memling, Bosch,

Teaching/learning methodology:

This methodology is based on the module learning outcomes. Students will be taught mainly by means of formal lectures and field trips. Each topic will be covered by at least one formal lecture. In order to achieve the illustrated by an appropriate observational field trip incorporating sketching. Class discussion will be encouraged. The emphasis is on individual work in this module. This module interrelates with the Visual Studies module in terms of analysing works of art (Project II, Visual Studies). Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of a visual examination, observational sketching and notebook presentations.

The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Civilizations of the West; the Human Adventure	Greaves, R.L., Zaller, R., Roberts, J.T.	HarperCollins	1992
Civilization	Kenneth Clarke	BBC and John Murray	1969

Gardner's Art Through The Ages; the Western Perspective (11 th edition)	Helen Gardner	Thomson	2003
Understanding Architecture	Roth, Leland, M.	Harper Collins	1998
A World History of Art	Osbourne, Honour & Fleming	Laurence King Publishing	2000
Early medieval architecture	Stalley, Roger	Oxford University Press	1999
From the Middle Ages to the Stuarts: art, design, and society, before 1689..	Denvir, Bernard	Longman	1988
Exploring Art	Adams, L. S.	Laurence King Publishing	2002
Early Christian and Byzantine Art	Beckwith, John	Penguin	1979
Early Christian and Byzantine,	Hutter, Irmgard	The Herbert Press	1988
The medieval world and the modern mind	Michael Brown & Stephen H. Harrison	Four Courts Press	2000
Romanesque.	Zarnecki, George	1989	1989
Gothic	Deuchler, Florens	The Herbert Press	1990
Architecture in Italy 1400-1600	L.H. and Lotz	Penguin	2000
The Architecture of the Italian Renaissance, Thames and Hudson,	Murray, Peter	Thames and Hudson	1990
Art in Renaissance Italy, 1350-1500	Welch, Evelyn S	Oxford University Press	2000
Behind the picture: art and evidence in the Italian Renaissance	Kemp, Martin	Yale University Press	1997
The Art of the Northern Renaissance	Harbison, Craig	Weidenfeld and Nicolson	1995
The High Renaissance and Mannerism: Italy, the North and Spain, 1500-1600	Murray, Linda	Thames and Hudson	1986
Mannerism	Shearman, John,	Penguin	1984

Communication II	
Prerequisites	Communication I, Computer Studies I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester II – 3 hours/week
Element	Management
Supports stage learning outcomes	<ul style="list-style-type: none"> • Recognise conceptual, contextual, ethical and material considerations in design. • Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages. • Analyse briefs and actively participate in group or individual projects work

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Assist students to communicate effectively in oral, visual and written terms <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology and Management modules
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Communicate and present, ideas and proposals using a variety of methods and media (including photography, video and Power Point). • Communicate orally in an effective, clear and confident manner.

<p>Syllabus:</p> <p>Oral communication & presentation: Basics of oral communication. How to make an oral presentation in design.</p> <p>Photography: Introduction to the basics of photography. The application of photography to project work.</p> <p>Video: Introduction to the basics of photography. The application of photography to project work.</p> <p>Power Point The application of PP in presentation of project work and assignments</p>

<p>Teaching/learning methodology:</p> <p>The subject will be taught using formal lectures and interactive workshops and practical exercises. Assignments are set for class and home completion. They are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.</p>

<p>Method of assessment:</p> <p>This methodology is based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of formal presentations that will require students to present using oral, photographic and video techniques. These will be related to the project work module – Project Work II – Visual Studies. The summative assignment is conducted by means of portfolio/process-folio appraisal.</p>

Recommended reading			
Interior Design Visual Presentation; A Guide to Graphics, Models and Presentation Techniques	Mitton, M.	John Wiley & Sons	1999
Basic Psychology	Glectmen	Norton	1996
Psychology of Perception.	Hamlyn, D.W.	Gregg Revivals	1994
The Handbook of Communication	Hurst, B	Kogan Page	1999

Skills			
Effective Presentation	Jay, A. & R	Pitman Publishing	1996
Being Successful in Presentations	Byron, L	Blackhall Publishing	1999
How to do Everything With Powerpoint 2002	Finkelstein, E	Osborne McGraw-Hill	2002
Creating Corporate Audio-visual Presentations: How to Commission and Manage Successful Projects	Worth, R	Greenwood Press	1991

Computer Studies II

Prerequisites	Computer Studies I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester II – 3 hours/week
Element	Design, Drawing
Supports stage learning outcomes	<ul style="list-style-type: none"> • Recognise conceptual, contextual, ethical and material considerations in design. • Apply basic skills to express and to communicate concepts, ideas and proposals in terms of drawing -freehand sketching, architectural drawings - and to understand and operate basic computer systems and packages.

Module aims	<p>The primary aim of the module is:</p> <ul style="list-style-type: none"> • Develop a good standard of proficiency in use of a computer. This is essential in order to scaffold the later CAD modules. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Prepare students for an integration of the knowledge gleaned from all other Semester I modules and to scaffold later Drawing, Design, Culture, Technology and Management modules
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Module learning outcomes:

On completion of this subject students will be able to:

- Use Photoshop to a high degree of proficiency
- Experiment with software through the use of montages, layout and other presentation skills

Syllabus:

Introduction to Photoshop

File types, colour resolution, scanning of images and drawings, layout.

Presentation techniques

Layout, graphics, text, colour, photomontage, proportion, use of different media.

Teaching/learning methodology:

Students will be taught in interactive workshops in a specialised computer lab. Each session will

incorporate a tutor-led demonstration of software applications. In order to achieve the learning outcomes, each session will also incorporate a practical session where students learn by experimenting with different media. Problem-based learning will also be used as a teaching methodology. This module interrelates with other year modules in that students can scan and manipulate images of project work. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve written and visual presentation material. The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Photoshop Elements 2 for Dummies	McClelland & Fott	John Wiley & Sons Inc	2002
Digital Photography for Dummies	King, J	John Wiley & Sons Inc	2002
The Adobe Photoshop 7 Wow! Book	Davis, J	Peachpit Press	2003
Photoshop 7 Down and Dirty Tricks	Kelby, S	New Riders	2002
Portfolio Design	Pelli, C.	WW Norton	2000
Adobe Photoshop Elements 2.0: A Visual Introduction to Digital Imaging	Andrews, P	Focal Press	2003

Project Work III

Prerequisites	Project Work - Visual Studies II, Architectural Drawings II, Analytical Drawings II, Communication Studies II.
Module credits	16
Assessment weighting	100% continuous assessment
Module duration	Semester III – 12 hours/week
Element	Design, Drawing, Culture, Technology and Management.
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Introduce students to Interior Architectural projects through the stages of design, to develop a discipline and sequence of work.

	<ul style="list-style-type: none"> • Introduce students to detailing as an integral part of the Interior Architectural work. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes. • Integrate the knowledge gleaned from all other Semester II modules and to scaffold later Drawing, Design, Culture, Technology and Management modules.
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Module learning outcomes:

On completion of this subject students will be able to:

- Respond to the project brief
- Participate in and manage each of the design stage.
- Design in an increasingly competent and creative manner
- Plan spaces and detail fittings with increasing competence
- Apply acquired knowledge and skills to the design process
- Carry creative ideas from concept through to reality.
- Prepare and present visually and orally project work.

Syllabus:

Project I:

Part I

‘Design for a retail outlet’

This is a six-week design project, which requires students to choose one of three types of retail outlet in a designated shopping mall and to design it for client and landlord approval. Graphics, branding and consumerism are important aspects of this design.

Part II

‘Design, detail, specify and cost an element from the retail project’

This part of the project requires students to choose a design element from Part I (i.e. counter / cash desk, display cabinet) and to specify the design, costing and structure in great detail.

Other variations on this project would involve designing and detailing a TV set, or a purpose-built exhibition stand for a trade show.

An indicative project is appended in **Appendix A**.

Teaching/learning methodology:

Each project commences with an in-depth briefing session. This is followed up with discussion, research, analysis, consideration, conclusion, application and presentation.

Throughout the duration of each project, students are supported by continuous class discussion, critiques and one-on-one tutorial sessions.

Consolidation of learning is reinforced by a series of support lectures and also with inter-linking, co-ordinating and involvement of other course subjects e.g. Analytical Drawing, Architectural Drawing, Communication I & Cultural Studies.

Method of assessment:

Each individual student must give a complete presentation, which includes visual (display of work, typology and sketchbook) oral and written elements for each project.

The marks for each project are awarded on the basis of several specific criteria, which are determined and made known to the student on commencement of each project. At this stage indicative criteria would relate to reaching second year standards (defined in the benchmarking) such as quality of concept, depth of research in project development, design outcome; space layout, atmospherics, and presentation (visual and oral)

Recommended reading

The Design Encyclopaedia	Mel Byars	Lawrence King	1994
Dictionary of Design	Simon Jervis	Penguin	1984

and Designers			
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
How to run successful Projects	Fergus O'Connell	Addison W. Harlow	2001
Specifying Interiors	Mary Rose McGowan	Wiley	1996
Design, Projects and Drawings	Jasper Morrison	ADT Press	1990
Interior Design, Visual Presentation	Maureen Milton	J.Wiley and Sons	1999
Presentation Techniques	Dick Powell	Little Brown	1998

Supplementary Reading

Periodicals

Abitare
Architectural Review
Architectural Journal
Design Week
Domus
Elle Decoration
European Institute for Design and Disability
Irish Building
Japan Architect
Plan
Wallpaper
World of Interiors

Databases

Great Buildings Database
Design and Applied Arts
Infotrac
Lexis Nexis

Design Technology I – Building Construction I

Prerequisites	None
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester III – 3 hours/week
Element	Design, Technology
Supports stage learning outcomes	<ul style="list-style-type: none"> Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions.
Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Enable students apply knowledge of building construction to the design process and to understand the principles and properties of structural and non-structural elements of a building. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes specifically

	with reference to the Design (Project Work), Technology and Drawing.
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Module learning outcomes:

On completion of this subject students will be able to:

- Identify the component elements of buildings
- Apply building technology to the design process
- Recognise and understand the contribution each element makes to the overall structure of the building
- Source information on building products and construction
- Recognise and produce detailing of certain building elements

Syllabus:

Introduction to building construction:

Basic elements.

Surveying:

Measure buildings, learn to look at and see details and set up surveys for drawing purposes.

Main Structural Elements:

Foundations, walls, floors, roofs.

Non Structural Elements:

Windows, doors, partitions, finishes, joinery

Teaching/learning methodology:

The teaching methodology is drawn from the overall aims and objectives, which are a mixture of acquired knowledge and skills. The subject is taught primarily by means of lectures, demonstrations and workshops. Building elements are introduced in several ways including physical samples and drawing representations. Each lecture or demonstration is complemented by practical drawing workshops, guest lectures and visits to sites during their construction. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of formal presentations that will require students to present using oral, photographic and video techniques. These will be related to the project work module – Project Work II – Visual Studies.

The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Materials	Alan Everett	Longman	1994
Structure & Fabric		Longman	1994
Construction Technology 1-4 Construction Series 1-5	Barry	Crosby Locke Staples	1984 - 92
Building Regulations 1991: Technical Guidelines	Department of the Environment	Stationery Office	1991
The Building Regulations explained	Eoin O' Cofaigh	RIAI	1993
Wood in Construction	Barry A. Richardson	Construction Press	1976
TRADA Elementary Surveying	A.L. Higgins	Longman	1970

Design Technology II – Structures, Maths, Physics

Prerequisites	None
Module credits	2
Assessment weighting	60% continuous assessment 40% examination
Module duration	Semester III – 2 hours/week
Element	Design, Technology
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Develop students' understanding of the principles and properties of structures • Encourage students to apply this knowledge in design situation. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work)
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Module learning outcomes:

On completion of this subject students will be able to:

- Recognise the necessity of consulting a structural engineer on structural aspects
- Understand everyday building/structure techniques
- Make elementary structural calculations to support their project work

Syllabus:

Introduction to elementary structural principles

The relationship between interior architecture and structures.

Basic solid geometrical forms - their structural strengths, stability.

Basic structural requirements of form and function (organic and man-made)

Historical development of structures both for support and for design.

Structural forces

Forces; moments: vector components.

Elasticity; calculations

Load bearing; calculations.

Stresses and strains; diagrams and calculations.

Tension and compression; basic calculations.

Bending and deflection; diagrams and calculations.

Beams, columns and structural design; theory, rules of thumb and calculations.

Structural materials; material behaviour and fatigue; theory and rules of thumb.

Design for safety.

Application of knowledge to project work.

Teaching/learning methodology:

The subject will be taught through formal lectures and workshops to communicate and demonstrate the theory of structures and structural calculations. Students will also carry out experimental exercises on physical principles, and go on observational site visits. A vital element in the teaching of structures is

the maintenance of a clear and practical link between theoretical knowledge and the application of this to project work. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is based on the module learning outcomes. The module is assessed both by assignment and by formal examination. The formative assessments will consist of presentations that will require students to demonstrate structural knowledge. These will be related to the project work module – Project Work III. The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Structures or why things don't fall down	E.J.Gordon	Penguin Books	1991
Structures for Architects	B.J.B.Gould	Longman scientific and Technical	1991

Supplementary reading

Bridges- Three thousand years of defying nature	D.J.Brock	Reed International	1996
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Design Technology III – Materials and Products

Prerequisites	None
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester III – 3 hours/week
Element	Design, Technology
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> • Enable students understand the properties, principles and source of materials and to apply this knowledge to the design situation. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to Design (Project Work), Technology and Drawing.
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Module learning outcomes

On completion of this subject students will be able to:

- Identify a large range of materials- their suitability, properties, quality & visual impact
- Source, specify and cost appropriate materials for projects
- Apply with confidence selected appropriate materials for a particular function in interiors
- Recognise, and work within, fire ratings and regulations

- Be aware of environmental impact of chosen materials

Syllabus:

Introduction to materials and products

General introduction to materials; natural, man-made; impact on the environment

Natural materials

Stone, marble, slate, wood.

Processed materials

Bricks / Tiles: tiles, terrazzo, ceramics, mosaics, concrete, re-constructed stone

Panelling : plywood panels, metal, M.D.F. plasterboard

Plastics : injection moulding, glass reinforced plastic, plastic laminates

Glass : float, reinforced, plate, stained

Material specifications

Specifications of different materials, sourcing.

Finishes

Walls: decorating papers, paints and plasters

Floors: hard/ soft woods linoleum, vinyl, rubber carpets: Axminster, Wilton, tufted, rugs-mass-produced, hand knotted, gun tufted

Building Regulations

Fire ratings of domestic materials

Teaching/learning methodology:

The teaching methodology is drawn from the overall aims and objectives. The subject is taught primarily by means of lectures, demonstrations, showroom visits and workshops. Materials and products are introduced in several ways including physical samples. Each lecture or demonstration is complemented by practical drawing workshops, guest lectures and appropriate visits. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will consist of assignment work based on research into and specification of materials. These will be also related to the project work module – Project Work III. The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

House Book	Terence Conran	Conran Octopus	1996
The Natural House Book	Terence Conran	Conran Octopus	1989
Materials for Architects and Builders	Arthur Lyons	Arnold	1997

Supplementary reading

Technical Guidance Document B	D.O.E.	Government Publications Office	1997
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Periodicals

Elle Decoration

Material
Irish Building
Wallpaper

Cultural Studies III	
Prerequisites	Cultural Studies II
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester III – 2 hours/week
Element	Design, Culture
Supports stage learning outcomes	<ul style="list-style-type: none"> Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Develop students' understanding, research into and critical appraisal of the visual arts, focusing on the built environment <p>The secondary aim is to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes specifically with reference to the Design (Project Work), and Technology.
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Apply an increased visual, theoretical and critical vocabulary Apply research skills Observe and describe elements of art, design and architecture Recognize and appraise styles in context from Baroque to Regency Use visual and written evidence to reconstruct interiors from these eras Trace the development of interiors during these eras.

<p>Syllabus content:</p> <p>Introduction to critical thinking and writing Critical terminology, ways of seeing, approaches to viewing and appraising architecture, art and designs.</p> <p>Baroque style I Origins of the Baroque style in Italy, Counter-Reformation, Council of Trent, propaganda in the visual arts. Case studies - Rome, Bernini, Boromini, Pietro da Cortona, Caravaggio.</p> <p>Baroque Style II Spread of the Baroque style to France, secular power, Louis XIV. Case study – Versailles. Spread of the Baroque style to Northern Europe. Case studies – Rubens, Vermeer, Rembrandt.</p> <p>Rococo style Origin and development of the style with particular reference to France, Germany and Austria. Relevant building types, with strong emphasis on interior decoration. Painting in France - Watteau, Boucher, and Fragonard. The 18th century in England and the Enlightenment. Case studies - Hogarth, Reynolds, Gainsborough and Wright of Derby.</p>

Georgian Architecture in Britain and Ireland:

Origin and development of the style; Palladio and The Grand Tour.
Country and town houses, town planning and the development of cities, emphasis on interior design; plasterwork and chimneypieces.
Reference to sculpture and/or painting for artistic context. Case studies – Castletown, Russborough, Wespport, No. 85 St. Stephen’s Green.

Neo-classical Era:

Origin and development of the style – intellectual, historical and archeological basis, Developments in France, Germany, Italy, Britain and Ireland. Case studies – Canova, David, Piranesi, Robert Adam, Boullee, Chambers, Wyatt.

Romanticism and Revolution

Origin and development of romanticism, with particular reference to the political and cultural climate. Case studies – the French Revolution, philosophy, poetry, Delacroix, Gericault, Turner, Friedrich and Blake.

The Gothic Revival

Contemporary taste for the macabre, influence of literature, revival of interest in medieval styles. Case studies – Strawberry Hill, Fonthill Abbey, Castleward House.

Empire and Regency styles

Politics, patronage and propaganda. Development of Empire style in relation to Napoleon. Case study – Malmaison
Development of Regency style in relation to the Prince Regent. Case studies – Regent Street, Royal Pavilion, Swiss Cottage.

Teaching/learning methodology:

The teaching methodology is based on the module aims and objectives. The subject will be taught using formal lectures, visits to museums, galleries and historic buildings, individual research and presentations, use of reflective journals, discussions, site visits, and appropriate guest lectures. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment. The formative assessments will take the form of a detailed and critical research presentations (group and individual) to reflect a more complex degree of critical essay writing than in Stage I.
The summative assignment is conducted by means of portfolio/process-portfolio appraisal of all written and visual work completed.

Recommended reading

Baroque and Rococo	Bazin, Germain	Thames and Hudson	1964
Palladio and Palladianism	Tavernor, Robert	Thames and Hudson	1991
Baroque	Martin, J, M	Penguin	1991
Art and Architecture in Italy 1600-1750	Wittkower, R	Penguin	1986
Baroque & Rococo: art & culture	Hyde, V	Laurence King	1999
The rococo interior: decoration and social spaces in early eighteenth-century	Scott, Katie	Yale University Press	1995
Antique furniture: baroque, rococo, neoclassical	Stone, A	Orbis Publishing	1982
The Architecture of Ireland	Craig, M	Batsford	1989
Neoclassicism	Honour, H	Penguin	1977
Complete Works of Robert and James Adam and Unbuilt Adam	King, Dr. D.	Architectural Press	2002
Neoclassicism (Art & Ideas),	Irwin, David	Phaidon	1997

Empire style	Nietta Apra	World Publishing	1973
The French Empire style	Alvar González-Palacios	Hamlyn	1990
Regency Style.	Parissien, Stephen	Phaidon	1996
Gothic Revival	Aldrich, Megan	Phaidon	1994
The Gothic Revival	Lewis, Michael J,	Thames and Hudson	2002
Art in an Age of Revolution, 1750-1800 (A Social History of Modern Art, Volume 1)	Boime, Albert	University of Chicago Press	1990
Supplementary reading			
Civilizations of the West; the Human Adventure	Greaves, R.L., Zaller, R., Roberts, J.T.	HarperCollins	1992
Civilization	Kenneth Clarke	BBC and John Murray	1969
Gardner's Art Through The Ages; the Western Perspective (11 th edition)	Helen Gardner	Thomson	2003
Understanding Architecture	Roth, Leland, M.	Harper Collins	1998
A World History of Art	Osbourne, Honour & Fleming	Laurence King Publishing	2000
The history of decorative arts	Jacques Thuillier	Abbeville Press, 1994	1994

Design Theory	
Prerequisites	Cultural Studies II, Project Work II – Visual Studies
Module credits	3
Assessment weighting	100% continuous assessment
Module duration	Semester III – 2 hours/week
Element	Design
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Assist students in adopting a systematic approach to the design process. • Extend students' intellectual base • Emphasise the importance of design for all <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Culture and Technology
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Syllabus:**Philosophy**

Introduction to philosophy. The history of philosophy.
The nature of existence, reality, inquiry, knowledge and wisdom,
Logic, ethics, truth aesthetics.

Psychology

Introduction to psychology. The history of psychology.
Abilities, needs & activities of humans.
Human behavior - action & reaction in social settings, natural environments and manmade environments.

Anthropology

Introduction, history, the ascent of man.
The human condition; culture, development, diversity, influences, co-existence.

Design and Changes

Origins of design; unself-conscious and self-conscious processes
What is designing? Activities and designers, socio-technological changes
Design to specified performance

Interior architecture;

Concept of inside out; space, function, structure, ergonomic, aesthetics

Design process

Stages of design process; conduct design process, design management
Use of design methods relevant to the stages,
Problem stating/problem solving
Principles of lateral thinking

Design elements

Work of masters and design elements;
Design approach; traditional and contemporary,
Typological research

Design for all

Social and medical models of disability
Bad design disables good design enables
Impact assessment; and consultative process
Equality and disability legislation

Teaching/learning methodology:

The teaching methodology is based on the module aims and objectives. The subject will be taught using interactive seminars, lectures, short exercises including one-on-one tutorials. The assignments will constitute an integral part of the teaching/learning methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed both by assignment and by formal examination. The formative assessments will take the form of research presentations that relate to practical application of design theory.
The summative assignment is conducted by means of portfolio/process-portfolio appraisal of all written and visual work completed and by formal examination.

Recommended reading

Le Corbusier, the creative search	Baker.G	E&F Spoon	2000
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Against the odds	Dyson, J	Texere	2001
The Builders	The Book Division NGS	NGS	1992
Po: Beyond Yes and No	De Bono, E		
The Lateral Thinking	De Bono, E		
Mechanism of mind	De Bono, E.	Pelican Book	1993
What is architecture?	Shepherd, P	The MIT Press	1995
Building for Everyone	NRB/NDA		2002
Design for future	McGarvey,F.	Helsinki	2002
Golden Rule	Ylimauala, A.M.	University Publ.	2002
Analysing Architecture	Unwin,S		2001
1000 chairs		Routledge	1999
20 th C Design	Fiel,l C. & P	Tashen	1997
Santiago Calatrava. Complete Works	McDermott,C.	Carlton	1999
Rethinking Architecture	Polano,S.	Edizioni Electa	2002
Design Methods	Leach,N.	Routledge	1997
Building a New millennium	Jones,J.C	Wibley Interscience	1999
Tadeo Ando	Jodio, P	Tashen	2000
Renzo Piano, Building Workshop	Dal So	Phaidon	1999
Equilibrium, the work of Nicolas Grimshaw	Grimshaw	Phaidon	2000

CAD I

Prerequisites	Architectural Drawing II, Computer Studies II.
Module credits	3
Assessment weighting	100% continuous assessment
Module duration	Semester III, 6 hours/week
Element	Drawing, Design
Supports Course Learning Outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> • Achieve a very good standard of 2D computer-aided design. This is essential in order to scaffold later CAD modules. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing.
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Module learning outcomes
On completion of this subject students will be able to:
<ul style="list-style-type: none"> • draw simple plans, sections and elevations to scale using a 2D software package • understand the potential for using computers in the design process

Syllabus:

Introduction to AutoCAD

Hardware requirements. Screen menus, AutoCAD commands, drawing commands, to include line, circle, ellipse, sketch, snaps & grids, dialogue boxes and radio buttons, Creating a drawing in AutoCAD. Saving drawings to specific folders and sub-folders.

AutoCAD Structure

files, and extensions, editing commands, including move, copy, stretch, trim, hatching & hatch patterns, co-ordinate entry, UCS and WCS modes, object snap mode.

Style

Text, dtext commands, array. polar & rectangular commands, construct and modify pull -down menus, prototype drawings, display commands, transparent commands, polylines, P-edit, SP line commands, layers, drawing, management.

Teaching/learning methodology:

The teaching methodology is based on the module aims and objectives. Students will be taught in interactive workshops in a specialised computer lab. Each session will incorporate a tutor-led demonstration of software applications. This demonstration will be pre-recorded and will be made available for students on CD for reference and use. In order to achieve the learning outcomes, each session will also incorporate a practical session where students learn by experimenting with different media.

Problem-based learning will also be used as a teaching methodology. Both group and one-to-one discussions will be encouraged. This module interrelates with other year modules in that students can scan and manipulate images of Project Work. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed both by assignment and by formal examination. The formative assessments will take the form of class tests, and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-portfolio appraisal of all written and visual work completed.

Recommended reading

AutoCad in a Nutshell	Dorothy Kent	O’Rielly	2000
The ABCs of Architectural and Interior Design Drafting	Tony Cook	Prentice Hall	2001
Inside AutoCad 2000	Bill Burchard	New Riders	2000
Inside AutoCad 14	Bill Burchard	New Riders	2002

Project Work IV

Prerequisites	Project Work III, Design Technology I, II and III, Design Theory, Cultural Studies III
Module credits	16
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 12 hours/week
Element	Design
Supports stage learning outcomes	<ul style="list-style-type: none"> Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. Communicate concepts, ideas and proposals to a high degree of

	<p>visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery</p> <ul style="list-style-type: none"> • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.
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<p>Module aims</p>	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Test students' ability in handling Interior Architectural projects • Prepare students to handle in a systematic way, the complexity of diploma and degree Projects in the following years <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes with reference to the Design, Culture, Technology, • Management and Drawing.
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<p>Syllabus content :</p> <p>Project IV : <i>'Multiple choice project.'</i></p> <ul style="list-style-type: none"> • Selection and consultation process regarding choice of the project • Proposal and brief writing for the selected project. • Conceptual work • Project development • Detailing • Presentation <p>An indicative project is appended to this document. (Appendix A)</p>

<p>Teaching/learning methodology:</p> <p>Each project commences with an in-depth briefing session. This is followed up with discussion, research, analysis, consideration, synthesis, conclusion, application and presentation. There is continuous class discussion, critiques and one-on-one tutorial support throughout the duration of each project.</p> <p>Additional assistance is offered with project / subject specific support lectures and with inter-linking, co-ordinating and involvement of other course subjects</p> <p>Each individual student gives a final project presentation, which includes visual, oral and written elements.</p> <p>Regarding Project III, this is the final project in Stage II leading to diploma and degree project work in the following years. Students have an option to select one out of three project briefs or to put forward proposal for their own projects. The selection of the final project takes place in consultation with the Year Head and CD. The Faculty must approve the choice.</p>

<p>Method of assessment:</p> <p>The marks for each project are awarded on the basis of several different specific criteria, which are determined and made known to the student on commencement of each project. At this stage indicative criteria would be appropriate to the second year and later to the diploma year standards (defined in the benchmarking) such as; quality of concept, depth of project development (typology, research number of possible solutions, sketch book), quality of spatial and atmospheric design (layouts, arrangements, lighting, materials, colour, furniture and fitting), detailing (material, construction, visual impact), presentation (visual and oral)</p>

Recommended reading			
The Design Encyclopedia	Mel Byars	Lawrence King	1994
Dictionary of Design and Designers	Simon Jervis	Penguin	1984
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
How to run successful Projects	Fergus O'Connell	Addison W. Harlow	2001
Specifying Interiors	Mary Rose mcGowan	Wiley	1996
Design, Projects and Drawings	Jasper Morrison	ADT Press	1990
Interior Design, Visual Presentation	Maureen Milton	J.Wiley and Sons	1999
Presentation Techniques	Dick Powell	Little Brown	1998

Supplementary Reading
Periodicals
Abitaire
Architectural Review
Architectural Journal
Design Week
Domus
Elle Decoration
European Institute for Design and Disability
Irish Building
Japan Architect
Plan
Wallpaper
World of Interiors
Databases
Great Buildings Database
Design and Applied Arts
Infotrac
Lexis Nexis

Design Technology IV –Building Construction II	
Prerequisites	Design Technology I –Building Construction I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 2 hours/week
Element	Technology
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of

	materials and their influence on design decisions.
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Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Assist students in their development of the knowledge and understanding of building construction materials and methods, drafting details and service provision. • Enable students to apply knowledge of the structural, non-structural and decorative elements of a building <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing.
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Identify the structural and non-structural elements of a building • Source information/suitability of relevant products • Work with other professionals in the design and construction industry • Communicate effectively through drafting, sketching and C.A.D. • Recognise and understand the decorative and structural properties of materials

<p>Syllabus content</p> <p>Materials Joinery: design and fabrication. Structural, non-structural and decorative. Metals: design and fabrication. Structural, non-structural and decorative.</p> <p>Sanitation: Cold water supply, elements, single stack system, high rise situations, drainage etc</p> <p>Hot Water Supply: Principles of operation, circulation, cylinders, boilers, pumps, heaters and fittings</p> <p>Electrical Services: Wiring systems, distribution, control gear, safety, building requirements, telecommunications systems.</p> <p>Lifts: Lift well and pit sizes, motor rooms, lift design and lift cars, escalators.</p> <p>Floor Finishes: Considerations: Wear and tear; Comfort and noise; Chemical resistance; Maintenance. Painting and decorative finishes.</p> <p>Insulation: Heat: estimating values, condensation. Sound: Values, absorption, transmission, construction details.</p> <p>Glass and Glazing: Glass products, fixtures and fittings, double glazing, architectural glass, curtain walls,</p> <p>Wall and Ceiling Finishes: Sheeting materials: Roof lining systems; Tiles; Plasters and rendering (internal and external).</p> <p>Project Design a two storey domestic dwelling to planning submission stage.</p>

Teaching/learning methodology:

The subject is taught primarily by means of lectures, demonstrations and workshops. Construction site and building exhibition visits will complement the student learning experience.

Architectural drawing will be used to reinforce the students' knowledge of building construction details, sections and component parts.

Method of assessment:

Continuous Assessment. The module is assessed by a series of written and architectural drafting assignments. The final project is assessed in accordance with the "Faculty Assessment Manual"

Recommended reading

Materials	Alan Everett	Longman	1994
Structure & Fabric		Longman	1994
Construction Technology 1-4 Construction Series 1-5	Barry	Crosby Locke Staples	1984 - 92
Building Regulations 1991: Technical Guidelines	Department of the Environment	Stationery Office	1991
The Building Regulations explained	Eoin O' Cofaigh	RIAI	1993
Wood in Construction	Barry A. Richardson	Construction Press	1976
TRADA Elementary Surveying	A.L. Higgins	Longman	1970

Design Technology V –Building Services

Prerequisites	Design Technology I- Building Construction I
Module Credits	2
Assessment Weighting	100% continuous assessment
Module Duration	Semester IV – 1 hour/week
Element	Design, Technology.
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. . • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims:	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Develop students' knowledge of building services and understanding of the principles, properties and requirements of service integration. • Develop students' ability to source and use relevant formulae to determine correct requirements for services in commercial, domestic and institutional situations. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing..
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Module learning outcomes:

On completion of this subject students will be able to:

- Identify necessary building services
- Plan the services in interiors
- Source information/suitability of relevant products
- Work with engineers, suppliers and other professionals to determine efficient levels of environmental comfort and safety
- Recognise and understand the contribution each service makes to the overall comfort and safety of the building

Syllabus content:

Introduction to service requirements

Domestic, commercial and institutional situations

Surveying

Working as part of the design team to ascertain the optimum delivery of services.

Utilities.

Water, gas, light, the provision, requirements and legislation relating to utilities.

Safety Systems

Sprinkler and hose systems. Fire alarms and safety lighting.

Air Conditioning

Design, installation and efficacy.

Heating/Lighting.

Environmental requirements, efficient delivery and control.

Computer/Wireless (Blue tooth) Technology

Special requirements, future planning.

Green Energy

Solar energy, redistribution of energy, effective insulation.

Teaching/learning methodology:

The subject is taught primarily by means of lectures, demonstrations and workshops. Visits to relevant installations and guest lecturers will complement the student experience. The student will have internet/web access to the various national and international professional controlling bodies and the use of video to demonstrate the installation, operation and control of services. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

The module is assessed by continuous assessment. The student will present design solutions for real/actual situations to be determined. The assignments will evolve domestic, commercial and institutional environments. Students will compile a portfolio of work for each situation (an assignment), which will include drawings with supporting written materials and formulae. Each assignment will be assessed separately.

Recommended reading

Principles of HVAC	Howell, Sauer & Coad 883413-56-7	Ashrae	2001
HVAC Design Manual for Hospitals and Clinics	1-931862-26-5	Ashrae	2003
Heating Ventilation & Air-Conditioning		HVAC	2000
American Society of Heating, Refrigeration, and Air-Conditioning Engineers		ASHRAE	2001
Architectural Graphic Standards	0-471-53369-6	Wiley	2000

Furniture and Fitting

Prerequisites	Design Technology III
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 3 hours/week
Element	Design, Technology
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims

The primary aims of the module are to:

	<ul style="list-style-type: none"> • Reinforce the need for sourcing and updating of the professional information, in order to make project work realistic • Assist students to communicate effectively in spatial and technical terms <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and
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Module learning outcomes

On completion of this subject students will be able to:

- Identify and source appropriate furniture systems for commercial applications
- Identify and source appropriate lighting schemes for domestic and commercial applications
- Design and source kitchen and bathroom schemes
- Identify and source partitioning systems for commercial applications
- Design and source appropriate window treatments for domestic and commercial applications

Syllabus:

Office environment:

System of units, cubicles and modular partitions, concept of work station, storage and retrieval: file cabinets, chests and shelving systems, desks, typist chairs, chairs, armchairs, reception and boardroom furniture.

Changes in the office environment due to IT: work station, info. processing, monitoring and security, cleaning, cafeterias and signage

Accessory fittings and services

Kitchen and Bathroom Design

Kitchen appliances: fitted, free-standing; worktops; flooring; finishes, fittings and stylistic variations:

Bathroom: sanitary ware; showers; plumbing considerations; finishes and fittings and stylistic variations;

Services : extraction: ventilation; integrated lighting; regulations for lighting;

Window Treatment:

Blinds: vertical, venetian, roman, festoon, austrian and roller. Shutters: electronic, metal wooden;

Curtains : headings; pelmets; passementerie; linings tracks, poles and fixings, fabric suitability and fire rating

Lighting systems

Downlights, uplights; wall and ceiling lights; spotlights; table lamps; chandeliers; specials; light sculptures, task lighting; desk lamps; display lighting, linear, track and projection systems.

Lighting standards, lux values, glare and reflection

Acoustics

Materials, fabrics, paneling, and special arrangements

Acoustic standards and regulations: sound, noise, and decibel levels

Designing for Special Needs

Human factors: social and psychological considerations in public and private buildings; hospitals; nursing homes and the workplace, accessibility

Teaching/learning methodology:

The module will be taught by means of lectures, discussion, seminars and site visits. The assignments will constitute an integral part of the teaching/learning methodology Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one

tutorials rests with the student. Students also will be encourage to attend current trade exhibitions and industry seminars to further their understanding of the industry

Methods of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-folio appraisal

Recommended reading

The Design Encyclopaedia	Mel Byars	Lawrence King	1994
The Kitchen Book	Terence Conran	Conran Octopus	1993
Lighting Design	Carl Gardner	The Design council	1993
Architectural Acoustics	Yoichi Ando	Springer-Verlag	1998
Audio Explained	M.Talbot Smith	Focal Press	1997
Kevin McLouds' Lighting Book	Kevin McLoud	Random House	1995
The Curtain Book	Caroline Clifton-Mogg	Mitchell Beasley	1988

Supplementary Reading

Periodicals

Elle Decoration

European Institute for Design and Disability

Irish Building

Plan

Wallpaper

World of Interiors

Databases

Great Buildings Database

Design and Applied Arts

Infotrac

Lexis Nexis

Space Planning and Ergonomics

Prerequisites	Project III, Design Technology II
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 2 hours/week
Element	Design
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.

	<ul style="list-style-type: none"> • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.
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Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> • Assist students to develop competence in space planning <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to Design (Project Work), Technology and Drawing.
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Analyse, design and evaluate layouts in planning of space. • Apply an ergonomic approach to space design and planning • Work with an engineer in order to specify electrical and mechanical services for interiors • Integrate and apply building technology in space planning • Specify materials in relation to their strength and limitations and also in relation to their ecological and environmental impact on space planning

<p>Syllabus :</p> <p>Space planning Introduction to space planning Systematic approach to space planning; circulation, services and function, Social, physical and psychological factors in special design Sustainable interior architecture; modular planning systems; modular partition structures; Building accessibility, access audit and design for all. The design response to new work style; commercial; corporate; retail and leisure interiors Architectural graphics and branding</p> <p>Planning Rooms Historical and cultural perspective; domestic and commercial interiors; suitability; scale; proportion and balance;</p> <p>Ergonomics Introduction to anthropometrics and ergonomics Man/machine system design, user behaviour Ergonomic approach to space design; for whom the interior is designed?. Factors affecting human performance: illumination, glare, heating, humidity, acoustics, colour; definition of comfort Sick building syndrome</p>

<p>Teaching/learning methodology:</p> <p>The subject will be taught using interactive seminars, lectures, short 2D and 3D exercises including one-on-one tutorials. The assignments will constitute an integral part of the teaching/learning methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.</p>

<p>Method of assessment:</p> <p>This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material. The summative assignment is conducted by means of portfolio/process-folio appraisal</p>

Recommended reading			
Architectural Acoustics	Ando,Y.	Mcxgraw-Hill Com. Inc.	1996
Hotels and Lobbies	Berens,C.	Mcxgraw-Hill Com. Inc.	1996
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
Hotels and Health-Care Facilities	Duff,F	Architectural Press	1990
The new office	Gay,K	Tallor & Francis	1997
Ergonomics: Product and place to fit People			

Cultural Studies IV	
Prerequisites	Cultural Studies, III
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 2 hours/week
Element	Design, Culture
Supports stage learning outcomes	<ul style="list-style-type: none"> Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Develop student research into and critical appraisal of the Modernist movement in terms of its origins and development and within an aesthetic, cultural, social, historical and political context. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing.
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Apply visual, theoretical and critical vocabulary to the Modernist style Apply research skills Appraise the significance of context in relation to the Modernist movement Recognise and appraise key influences on the Modernist style Trace the detailed development of interiors during the Modernist era Research and critically appraise different contributions to the Modernist movement.

<p>Syllabus:</p> <p>UNIT I - THE ROOTS OF MODERNISM Victorian Architecture, Art and Design Ecclesiastical architecture, domestic architecture and interior design. Victorian painting. Case studies – the Great Exhibition, the Pre-Raphaelite Brotherhood</p> <p>William Morris and the Arts and Crafts Movement Reaction against Victorian design – Morris, Ruskin, Cole, Jones. The re-introduction of</p>

craftsmanship. Design and education debates.

Art Nouveau in context

The formation of the Art Nouveau Style. Artistic context – Impressionism, Post-Impressionism, Japanese influence.

Examination of both movements in terms of designs produced - furniture, glass, jewellery and posters.

Legacy of the Arts and Crafts Movement

Viennese Secession

Wiener Werkstatte

Deutscher Werkbund

UNIT II - MODERNISM

The beginnings of Modernism – the Bauhaus

Origin of Modernism in architecture and design with special reference to Germany. Influence of the Bauhaus on later architecture and design

Principles of design, especially interior design. Case study – the Bauhaus.

The spread of Modernism

Spread of Modernism across Europe – France, Russia, Italy, Scandanavia, the Netherlands. Case studies - Le Corbusier, Alvar Aalto, Eileen Gray, Gerrit Rietveld, Terragni and Italian fascism, Russian constructivism.

The influence of art on Modernism

The development of abstraction. Theories and development of cubism. The age of the machine - Futurism in Italy.

Case studies – Picasso, Braque, Kandinsky, Klee, Mondrian, Malevich, Balla, Boccioni, Severini, Carra, Dali, Ernst, Miro, Magritte, Duchamp.

Modernism in the US

The spread of Modernism to the US. The development of interior design and industrial design in the US. Art Deco. Popularisation of new styles and forms in the great exhibitions. Case studies – Chicago Century of Progress, New York World’s Fair, Frank Lloyd Wright.

Teaching/learning methodology

The teaching methodology is based on the module aims and objectives. The subject will be taught using formal lectures, visits to museums, galleries and historic buildings, individual research and presentations, use of reflective journals, discussions, site visits, and appropriate guest lectures. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This methodology is also based on the module learning outcomes. The module is assessed by continuous assessment The formative assessments will take the form of one large detailed and critical research presentation to reflect more complex critical essay writing than in Stage I.

The summative assignment is conducted by means of portfolio/process-folio appraisal of all written and visual work completed.

Recommended reading

Pioneers of Modern Design	Pevsner, Nikolaus	Penguin	1991
The Sources of Modern Architecture and Design,	Pevsner, Nikolaus	Thames and Hudson	1995
Objects of Desire: Design and Society 1750-1980	Forty, Adrian	Thames and Hudson	1986

Alvar Aalto	Weston, Richard	Phaidon	1995
An Introduction to Design and Culture in the Twentieth Century	Sparke, Penny	Allen and Unwin	1995
Eileen Gray	Garner, Phillippe	Taschen	1993
Dictionary of 20th Century Architecture	Lampugnani, Vittorio Magnago	Thames and Hudson	1996
Ephemeral Vistas, the expositions universelles, Great Exhibitions and World's Fairs 1851-1939	Greenhalgh, Paul	Manchester University Press	2002
Industrial Design	Heskett, John		
An Introduction to Modern Architecture	Richards, J.M	Penguin	1962
Twentieth Century Design	Woodham, Jonathan	OU Press	1997
Bauhaus	Whitford, Frank	Thames and Hudson	1985
20th Century Design - a Reader's Guide	Morgan, Conway Lloyd	Architectural Press	2002
Theory and Design in the First Machine Age	Banham, Reyner	Architectural Press	2002
Le Corbusier : the creative search	Baker, G.H.	Van Nostrand Rheinhold	1996
Ludwig Mies Van der Rohe	Blaser, W	Birkhauser Verlag	1997
Art in Theory 1900-2000	Harrison & Wood	Blackwell	2000
Victorian Architecture	Dixon, Roger Stefan Muthesius	Thames and Hudson	1993
The Great Exhibition of 1851	Purbrick, Louise, ed.	Manchester University Press	2002
The Arts and Crafts Movement	Cumming, Elizabeth & Kaplan	The Herbert Press 1994	1994

Professional Practice	
Prerequisites	Communication II
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 2 hours/week
Element	Management
Supports stage learning outcomes	<ul style="list-style-type: none"> • Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research and critically appraise the built environment in terms of its aesthetic, cultural, social, historical and political context.
Module aims	The primary aims of the module are to:

	<ul style="list-style-type: none"> • Introduce students to work in the design office environment. • Familiarise students with procedures in handling projects in the client/interior architect situation <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with particular reference to the Design (Project Work),
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Module learning outcomes

On completion of the subject, the student will be able to:

- understand the distinct stages in the lifecycle of a project and the different roles and responsibilities of the different people and groups involved.
- survey sites and buildings in order to produce appropriate drawings for project purposes
- produce outline specifications for quantity surveyors, and for tendering purposes.
- follow contract procedures including the inspection of works in progress.
- produce necessary information to prepare reports for clients.
- take minutes of site meetings and deal with correspondence.

Syllabus:

Introduction to Project Teams

The people and groups involved; the client, the clerk of works; the builder's foreman; the builder; workmen; the professional design consultants; roles and activities; fee responsibility; The role and responsibilities of the interior architect

Surveying

Surveying sites and buildings; taking photographs; producing drawings; establishing client requirements; fact finding techniques;

Analysis and Research

Producing outline specifications; Approximate estimates; Schedule of Prices (prime costs and provisional sums for contractors and sub-contractors)

Legal Considerations

Contract Law, Law of Tort, Building Contracts; Building Regulations; Professional indemnity; Introduction to Arbitration; Preparing necessary documentation for planning applications; Complying with building regulations; fire certificates; health and safety legislation; catering for the needs of the disabled; copyright.

Project Management

Network planning tools, critical path analysis; software tools and techniques; Inspection of work in progress; Managing variations; Obtaining approvals and preparing for certification;

Documentation

Taking Minutes of meetings; Report Writing; Types and Styles; (e.g. surveying properties, dilapidation reports)

Teaching/learning methodology:

The subject will be taught through formal lectures using examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material. The summative assignment is conducted by means of portfolio/process-portfolio appraisal

Recommended Reading			
Architects Yearbook (6th edition)	Riba Publications	Various	2003
RIAI Good Practise Guide	RIAI Publications	Various	2000
Legal and Contractual Procedures for Architects	Architectural Press	Bob Greenstreet	1999

CAD II	
Prerequisites	CAD I
Module credits	3
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 6 hours/week
Element	Drawing, Design
Supports stage learning outcomes	<ul style="list-style-type: none"> Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Give students a very good standard of 2D computer-aided design. This is essential in order to scaffold later CAD modules. <p>The secondary aims are to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing.
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> draw simple plans, sections and elevations to scale using a 2D software package understand the potential for using computers in the design process

<p>Syllabus:</p> <p>Line types and Line scale Isometric drawing. Features of AutoCAD text to include % options. Dimensioning, blocks, Wblocks, attributes, defining attributes and recalling them at a later stage</p> <p>Systems variables: Skpoly and mirror text, dimensioning style</p> <p>Dimension variables: Units list and distance commands, plotting drawings</p> <p>Incorporating CAD drawings in Photoshop Modification of CAD drawings in Photoshop</p>

Teaching/learning methodology:

Students will be taught in interactive workshops in a specialised computer lab. Each session will incorporate a tutor-led demonstration of software applications. In order to achieve the learning outcomes, each session will also incorporate a practical session where students learn by experimenting with different media. Problem-based learning will also be used as a teaching methodology. Both group and one-to-one discussions will be encouraged. This module interrelates with other year modules in that students can scan and manipulate images of **Project Work**. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Inside AutoCad 2000	Bill Burchard	New Riders	2000
Inside AutoCad 14	Bill Burchard	New Riders	2002
3D Modelling in AutoCad	CD Rom	005.369	
Architectural Modelling and Rendering with AutoCad R14	Branco Koleravic		1998
Inside Adobe Photoshop 6	CD Rom	005.369	
The Photoshop 6 Wow Book	Linnea Dayton	Peachpitt Press	2002

Project Work V – Minor projects

Prerequisites	Project Work IV, Cultural Studies IV, Space Planning and Ergonomics, Design Technology- Building Construction II and Services., Furniture and Fitting,
Module credits	20
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 12 hours/week
Element	Design, Drawing, Culture, Technology and Management
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research, analyse and critically evaluate the built environment in terms of its aesthetic, cultural, social, historical and political context.

<p>Module aims</p>	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Prepare students for final diploma project (Major Project), which provides the most important assessment of a student's readiness to enter the professional environment. • Assist students to consolidate their design skills, cultural and technological knowledge, and skills in managing project work. • Assist students to self-evaluate their competence in handling project work <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology Culture and Management
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Conduct research and provide typologies for the project. • Develop concepts and design interiors with greater competence, • Fluency and sensitivity • Handle more complex design situation with greater efficiency • Present the work in electronic (Advanced CAD) an manual form • Detail specific elements in the project work

<p>Syllabus:</p> <p>In Semester V students have two “mini projects”</p> <p>Indicative projects briefs are as follows:</p> <p>Project 1: <i>To convert a small warehouse space into a ceramic tiles retail outfit.</i></p> <p>Project 2: <i>To design street furniture for a particular part of Dublin city.</i></p> <p>The students are requested to keep literal and visual record of these projects, supported by a research and typology throughout all stages of the design process.</p> <p>The presentation (mixed; CAD and manual) is an integral part of project work</p> <p>An indicative project is appended to this document. (Appendix A)</p>

<p>Teaching/learning methodology:</p> <p>The teaching/learning methodology in both projects is the same. The project commences with a formal briefing session supported by relevant historical and technical material. Throughout the project students attend one-to-one tutorials in the studio or the CAD lab. The students must attend a monthly crit to their present project work and report on progress of work to a panel of staff and their peer group. This is monitored and , within 5 working days, the project leader presents written feedback report to all group. The report is display in the studio The assessment take place at the end of the project or at the end of each of the stages of the project. The date and number of crits and assessments are specified in the brief at the beginning of the project.</p>

<p>Method of assessment:</p> <p>The marks for each project are awarded on the basis of several specific criteria, which are determined and made known to the student on commencement of each project. At this stage indicative criteria would be relevant to the diploma year standards (defined in the benchmarking) such as; quality of concept, depth of project development (typology, research, cultural social and environmental impact, number of possible solutions, sketch book), quality of spatial and atmospheric design (structure, layouts, arrangements, lighting, materials, colour, furniture and fitting, visual impact), detailing (material, construction, visual impact), presentation (written, visual and oral)</p>

<p>Recommended reading</p>

The Design Encyclopedia	Mel Byars	Lawrence King	1994
Dictionary of Design and Designers	Simon Jervis	Penguin	1984
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
How to run successful Projects	Fergus O'Connell	Addison W. Harlow	2001
Specifying Interiors	Mary Rose McGowan	Wiley	1996
Design, Projects and Drawings	Jasper Morrison	ADT Press	1990
Interior Design, Visual Presentation	Maureen Milton	J.Wiley and Sons	1999
Presentation Techniques	Dick Powell	Little Brown	1998

Supplementary Reading

Le Corbusier, the creative search	Baker.G	E&F Spoon	2000
Equilibrium, the work of Nicolas Grimshaw	Behlin.S	Phaidon	2000
Building a New millenium	Jodio.P	Tashen	2000
Design Methods	Jones,J.C	Wibley Interscience	1999

Supplementary Reading

Periodicals

Abitaire

Architectural Review

Architectural Journal

Design Week

Domus

Elle Decoration

European Institute for Design and Disability

Irish Building

Japan Architect

Plan

Wallpaper

Databases

Great Buildings Database

Design and Applied Arts

Infotrac

Lexis Nexis

Project Management

Prerequisites	CAD II, Professional Practice
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 1.5 hours/week
Element	Management
Supports stage and course learning outcomes	<ul style="list-style-type: none"> Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Familiarise students with the principles of Project Management and their relevance to the project work. • Assist students in structuring, organising, scheduling and managing their final diploma project <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), and Management
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Understand that methodology of Project Management must be applied to a project for planning and control. • Structure and schedule project work • Formulate project goals • Break down the project tasks into processes defined by function, quality, time, scale and cost. • Understand Cost/Benefit and Risk analysis.

<p>Syllabus content</p> <p>Introduction to Project Management Methodology/Lifecycles – A set of guidelines on how to approach a project; monitoring of the project, quality assurance.</p> <p>10 Step Approach Visualisation of the goal; estimation; scheduling; cost/budgets; project planning; leadership style; assigning people to jobs; contingencies; deliverables; reports</p> <p>Analysis and Measures Requirement Analysis, definition of goals, documenting goals, cost/benefits analysis, risk analysis, market and product analyses. Measures of success and failure-functionality, quality, completion on time, cost, case studies of success and failure.</p> <p>Risk Management Assessment, control, project definition risk, human factor risk, analysis of risk, contingencies of risk.</p>

<p>Teaching/learning methodology:</p> <p>The subject will be taught by means of formal lectures supported by seminars, guest lectures and assignments. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student.</p>

<p>Method of assessment:</p> <p>This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material. The marks for each assignment are awarded on the basis of several different criteria, which are determined and made known to the student on commencement of each assignment</p> <p>The summative assignment is conducted by means of portfolio/process-folio appraisal</p>

Recommended reading			
The People side of Project Management	Klain, R.L., & Ludin, I. S.	Gower	1998
Project Management	Lock, D.	Gower	1996

Project Management and Project Network Techniques	Lockyer, K. & Gordon, J	Pitman	1996
How to Run Successful Projects	O'Connell F	Prentice Hall	1997
Project Scheduling & Management for Construction	Pierce, D. R.	R.S. Means Co.	1998
Project Management for Building Designers and Owners	Birnberg, H.G.	CRC Press	1998

Planning and Contract Law	
Prerequisites	Professional Practice
Module credits	2
Assessment weighting	60% continuous, 40% examination
Module duration	Semester V, 3 hours/week
Element	Management
Supports Course Learning Outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Familiarise students with the legal issues that arise from professional practice. • Assure that students understand that the Planning and Contract Law is an integral part of design process and that the Interior Architect is responsible to comply with the Planning and Contract Law in project work. • Assure that students will consider legal issues in the major project. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), and Management
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Identify and explain the sources of law • Outline the structure and personnel of the court system • Realise the impact of the planning code on the work of an interior architect • Recognise when planning permission may be required and the consequences of breach of planning law • Understand the characteristics of each type of planning permissions • Place the interior architect in the legal framework of a building project and to understand the legal relationships between the various parties involved. • Identify the tortious and implied contractual duties of an interior architect.

<p>Syllabus:</p> <p>1. Introduction to the Legal System</p> <p>The nature of law: common law and civil law; civil Law and criminal law. The sources of law in Ireland: the Constitution, EU law, primary and secondary legislation, custom, case law. The principle of stare decisis; constitutional rights; remedies; structure of the court system; personnel of the legal system; the legislative process.</p>

2. Planning Law

- Overview of the planning regime. The concept of 'development'; meaning of 'works'; meaning of 'material change of use'; the use/works dichotomy.
- Exempted developments; how to use the 2001 regulations to identify exempted developments.
- The nature of a planning permission; outline permission; retention permission; default permission; planning conditions.
- How to obtain planning permission; who may apply; pre-application requirements; the contents of a planning application; environmental impact assessment; the determination of planning applications; the planning authority; the development plan; post-application procedure.
- Planning appeals; an Bord Pleanála; powers of the Board; the appeals procedure; determination of an appeal; oral hearings; inspectors; judicial review; conditions for judicial review; grounds for judicial review; compensation.
- The enforcement of the planning code; warning letters; enforcement notices; prosecutions; injunctions.

3. The Contractual and Tortious Duties of the Interior Architect

- General contract law: the formation of a contract; the concept of consideration; the classification of contractual terms; contractual remedies.
- The role of the architect in construction contracts: the structure of the legal relationships in a building project; the role of other parties in a development; the RIAI building agreements; the architect's contract with the client/employer; the principles of the law of agency; limits on architect's authority as agent; liability of architect qua agent.
- Arbitration: the nature of arbitration and other forms of alternative dispute resolution; the initiation of arbitration under the RIAI Building Agreement; the statutory context of arbitration; the appointment of an arbitrator; the powers of the arbitrator; the removal of an arbitrator; the courts and arbitration.
- The law of tort: the principles of negligence.
- Professional negligence and the liability of interior architects: the principles of professional negligence; economic loss; concurrent liability in contract and tort; limitation periods; the architect's tortious duties; the architect's implied contractual duties; Hudson's list.

Teaching/learning methodology:

The subject will be taught using formal lectures with reference to source materials including legislation, sample contracts and sample planning documentation. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-folio appraisal

Recommended reading

Course Handouts	Robert Ryan	GCD	2003
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Supplementary reading

Planning Law	O'Donnell	Butterworths
Arbitration Law and Procedure	Forde	Roundhall
Construction and Building Law	Canny	Roundhall
Contract Law in Ireland	Clark	Roundhall
The Law of Contracts	Friel	Roundhall

The RIAI Contracts	Keane	RIAI
Building and the Law	Keane	RIAI
Environmental and Planning Law		Scannell
Irish Planning Law and Procedure		Galligan
Irish Land Law	Wylie	Butterworths
Land Law in Ireland	Lyll	Round Hall
Do You Require Planning Permission?	Crean	Roundhall
The Irish Legal System	Byrne & McCutcheon	Butterworths
Sources of Law	O'Malley	Roundhall
Intellectual Property Law in Ireland	Clark & Smyth	Butterworths
Law of Torts	McMahon & Binchy	Butterworths
Irish Planning Law & Practice	O'Sullivan and Shepherd	Butterworths

Building Conservation

Prerequisites	CAD I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 3 hours/week
Element	Drawing, Design
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research, analyse and critically evaluate the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Develop in students attitude of care and an appreciation for heritage • Develop in students a respect for building tradition and encourage the to demonstrate this respect in project work <p>The secondary aim is to</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Culture, Technology and Management..
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Apply the principles, procedures and practices of conservation • Recognise and respect the building construction methods of different periods • Identify sources of specialist knowledge relevant to conservation projects

Syllabus

Introduction:

Conservation, restoration and preservation

Principles of conservation; research prior to planning of work, minimum intervention, repair rather than replace.

Procedures and legislation

Research, survey, planning, use of experts, scheduling maintenance, recording.

Source of information: regarding Irish and European architecture.

Legislation: Heritage Act, Protective structures, EU and international trends

Site investigation and management

Above ground archeological surveys, photographs, measured survey, archive and literature search, structure of conservation reports. fire safety, security and maintenance.

Preservation

Understanding of decay process: stone, timber, brick, plaster, paint, glass

Basic cleaning and restoring techniques

Building construction methods used during different architectural periods

Walls internal and external, roofs, ceilings, floors, doors, windows, interior joinery and fittings, masonry, ironwork and plasterwork lime and mortar, painting and rendering, interior decoration and finishes, paving and street furniture.

Teaching/learning methodology:

The programme is based on the conservation guidelines issued by An Roinn Comhshaoil

The module will be taught through formal lectures supported by visits to heritage sites and institutions involved in conservation. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one-to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-folio appraisal

Recommended reading

Conservation Guidelines Volume 1-16	R.I.A.I.	D.O.E.	1995
R.I.A.I. Guidelines for conservation of buildings	D.O.E.	D.O.E.	1988
Practical building conservation Volume 1-5	R.I.A.I.	D.O.E.	1995

Cultural Studies V

Prerequisites	Cultural Studies I, II, III, IV
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 1.5 hours/week
Element	Culture
Supports stage and course learning outcomes	<ul style="list-style-type: none">• Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form.• Research, analyse and critically evaluate the built environment in terms of its aesthetic, cultural, social, historical and political

	context.
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Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> Develop further students' research skills, and critical appraisal of the Modernist movement in terms of its origins and development within an aesthetic, cultural, social, historical and political context <p>The secondary aim is to:</p> <ul style="list-style-type: none"> Support the course and stage learning outcomes specifically with reference to the Design (Project Work), and Technology
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> Apply advanced research skills Appraise the significance of context in relation to the movements after Modernism Recognise and appraise key influences on the styles after Modernism Trace the detailed development of interiors from Pop to Deconstructivism Research and critically appraise different contributions to modern architecture and design Apply critical approaches to works of art, design and architecture Dissect theoretical writings on art, design and architecture.

<p>Syllabus:</p> <p>1 AFTER MODERNISM</p> <p>Post-War Reconstruction and Design in Europe: New technologies and life-style, Housing schemes and home appliances.</p> <p>Popular Culture, Art and Design: The rise of Pop in England and America. Case studies – Design firms (Archizoom, Archigram, Alchymia) – Pop designers (Alan Jones) – Pop artists (Warhol, Johns, Lichtenstein, Rauschenberg)</p> <p>Post-Modernism in Design: The use of new materials in design. Notions of kitsch and camp. Historicism, colour and texture. Case studies - Memphis, Hollein, Outram, Graves, Venturi/Scott Brown, Moore, Jencks.</p> <p>Corporate Design Policies and Globalisation: AEG, Olivetti, Herman Miller, Braun, IKEA, Arteluce, Knoll, Office systems.</p> <p>Minimalism The influences on and development of minimalism. Case studies – Tadeo Ando, John Pawson.</p> <p>Deconstructivism The influences on and development of minimalism. Case studies – Daniel Liebeskind, Frank Gehry.</p> <p>2 CRITICAL APPROACHES</p> <p>Critical approaches explained Criticism explained. Formalism, Marxism, feminism, psychoanalysis, post-structuralist methods of criticism.</p> <p>Theoretical writings explored Exploration of the writings of key architects, designers and artists.</p>

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Teaching/learning methodology:
 The subject will be taught through formal lectures and seminars using examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student.

Method of assessment:
 This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.
 The summative assignment is conducted by means of portfolio/process-folio appraisal

Recommended reading			
Minimalist Interiors.	Ascencio, P., Rossell, J. (Eds)	Watson-Guptill Publns	2000
Frank O. Gehry: the Complete Works.	Dal Co, F	Monacelli Press	
Tadeo Ando: Complete Works.	Dal Co, F	Phaidon	1999
Architecture after Modernism, Thames and Hudson 1994	Ghirardo , Diane	Thames and Hudson	1994
The Language of Post-Modern Architecture, London, 1978	Jencks, C	Phaidon	1978
Daniel Libeskind, The Space of Encounter.	Libeskind, D.	Universe Pub.	2001
From Bauhaus to Our House	Wolfe, T.	Bantam Doubleday Dell	1999
Twentieth Century Design	Woodham, J.A.,	Oxford University Press	1997
Ways of Seeing	Berger, John	BBC	1972
Architecture Theory Since 1968.	Hays, M. K., (Ed)	MIT Press	2000
Mythologies	Barthes, R.	Vintage	1972
Ways of Seeing	Berger, John	BBC	1972

Supplementary reading			
Architecture in the 20th Century	Gossel, Peter and Gabriele Lewthauser	Taschen 1991	1991
Dictionary of 20th Century Architecture	Lampugnani, Vittorio Magnago	Thames and Hudson	1996
Contemporary World Architecture. Phaidon, 1998	Pearman, H.	Phaidon	1998
Architecture Today	Steele, J.	Phaidon	1997

CAD III	
Prerequisites	CAD II
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 9 hours/week
Element	Drawing, Design
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Achieve a very good standard of 3D computer-aided design. • Introduces students to new software such as Sketch-up and Viz 4. This is essential in order to scaffold the later CAD module and Project work. • Support project work <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing..
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<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Apply 3D CAD software to construct 3D images of interiors • Understand and apply basic principles of lighting and rendering interiors

<p>Syllabus content</p> <p>Introduction to 3D CAD: Co-ordinate Systems Introduction to course; revision of 2D AutoCAD; defining world co-ordinate and user co-ordinate systems; orientation of the current UCS; changing the position and orientation of UCS.</p> <p>3D Entity Representation Explanation of system variable thickness: designing an extrusion thickness to a 2D entity; entering 3D points for an entity; absolute, relative and polar co-ordinates; drawing exercises.</p> <p>The Command Layer Drawing Commands, X,Y,Z point filters; Conversion of 2D entities to produce 3D drawings; 3D drawing entities (e.g. 3D Face, and 3D polyline.); Drawing exercises System variables concerning drawing appearance;</p> <p>Managing Surfaces Making 3D face edges invisible; Polygon mesh specifying each vertex; Producing surface models using pre-loaded surface commands; Introducing the D View command. (perspective view)</p> <p>Modifying Drawings Modifying 3D drawing using 2D editing commands; Using the polyedit command to modify the vertices of a surface mesh; fitting B-spine surfaces to polygon meshes; exploding a polygon mesh to 3D faces.</p> <p>Viewports Using the Viewports command; Creating multiple viewports Select 3D viewpoints to display a model from various points; creating blocks of 3D entities; Developing the D-View command</p> <p>Introduction to Sketch-Up Introduction to basic principles of use of this software for constructing 3D computer models.</p> <p>Introduction to Viz.4 Introduction to basic principles of use of this software for the use of computer visualization of a building interior.</p>

<p>Teaching/learning methodology: Students will be taught in interactive workshops in a specialised computer lab. Each session will</p>

incorporate a tutor-led demonstration of software applications. This demonstration will be pre-recorded and will be made available for students on CD for reference and use. In order to achieve the learning outcomes, each session will also incorporate a practical session where students learn by experimenting with different media.

Problem-based learning will also be used as a teaching methodology. Both group and one-to-one discussions will be encouraged. This module interrelates with other year modules in that students can scan and manipulate images of **Project Work**. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.

The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

AutoCad in a Nutshell	Dorothy Kent	O’Rielly	2000
The ABCs of Architectural and Interior Design Drafting	Tony Cook	Prentice Hall	2001
Inside AutoCad 2000	Bill Burchard	New Riders	2000
Inside AutoCad 14	Bill Burchard	New Riders	2002
3D Modelling in AutoCad	CD Rom	005.369	
Architectural Modelling and Rendering with AutoCad R14	Branco Koleravic		1998
Inside Adobe Photoshop 6	CD Rom	005.369	
The Photoshop 6 Wow Book	Linnea Dayton	Peachpitt Press	2002

Supplementary reading

CD Rom Tutorial and Notes	Mark McKenna	GCD	2003
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Project work VI (Major-final diploma project)

Prerequisites	Project Work V, Cultural Studies V, Building Conservation, Project Management
Module credits	20
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 12 hours/week
Element	Design, Drawing, Culture, Technology and Management
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery. • Demonstrate and apply knowledge of structural, technological and constructional principles, the properties and meanings of materials and their influence on design decisions. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction. • Research, analyse and critically evaluate the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Assist students in preparation to enter professional life and prepare them for employment. • Provide an assessment of a student's readiness to enter professional environment of work place. • Assess internally and externally students' standards, creativity and competences. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Culture, Technology and Management • To ensure that the students have a realistic approach to structural aspects of the project
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Module learning outcomes

On completion of this subject students will be able to:

- Confidently handle interior architecture in terms of space planning, structure, materials and atmospheric design
- Enter the profession and manage project work as assigned by a senior designer or architect in the office environment
- Conduct independently research related to project work
- Produce detail design
- Identify and specify materials according to specification, cost, wearability and suitability
- Present the work in electronic (Advanced CAD) and manual form

Syllabus content:

In semester IV students have one major project

In consultation with the Faculty staff each student selects his/her own project. The proposals (in a form of project brief) are submitted to the Faculty. The Faculty board must be satisfied that the depth and scope of the project will allow the student to demonstrate their talent, potential, knowledge and competencies gained during the three years of study. The brief consist of project aims and objectives, a supporting rationale (with historical background) and a proposed schedule of work.

The presentation of the project work (both the CAD and manual drawings/models) to internal and external examiners is an integral part of project work. If the work is judged of suitable standard, students must also display their final project work at the annual diploma exhibition.

Teaching/learning methodology:

The project commences with the consultative process of brief formulation. At the formal briefing session each of the students presents their brief to the staff and to their peer group. The presentation is supported by relevant historical and technical material. Students are expected to work in the studio or in the CAD lab, however there may be a case of a student researching or working on the project off-campus. In order to monitor progress students will have studio contact with the staff. In addition, throughout the project students must attend a "Design Clinic", an one-to-one weekly tutorial system with scheduled appointments. This clinic takes place in the studio or in the CAD lab. The students must attend a monthly crit in order to present project work and report on the progress of work to a panel of staff and to their peer group. This is monitored and the project leader subsequently presents written feedback to the group. The report is displayed in the studio. The formative assessment takes place at the end of each of the stages of the project and the cumulative assessment takes place at the end of the project. The number of crits and assessments, as well as dates and time of each, are specified at the beginning of the project.

Note:

Throughout the year there is a special time allocation (1 hour per week) for consultations with a structural engineer to assist students in structural and material aspects of their project work

Method of assessment:

The Final Assessment of the Major Project is conducted internally by a panel of staff and externally by HETAC External Examiner(s)

This project involves students writing their own brief, so there is no indicative project presented. Typical projects would focus on conversion or change of use of a large scale existing building.

Recommended reading

The Design Encyclopaedia	Mel Byars	Lawrence King	1994
Dictionary of Design and Designers	Simon Jervis	Penguin	1984
New Metric Handbook	Lesley Fairmeather	Butterworths	1992
How to run successful Projects	Fergus O'Connell	Addison W. Harlow	2001
Specifying Interiors	Mary Rose McGowan	Wiley	1996
Design, Projects and Drawings	Jasper Morrison	ADT Press	1990
Interior Design, Visual Presentation	Maureen Milton	J.Wiley and Sons	1999
Presentation Techniques	Dick Powell	Little Brown	1998

Supplementary Reading**Periodicals**

Abitaire

Architectural Review

Architectural Journal

Design Week

Domus

Elle Decoration

European Institute for Design and Disability

Irish Building

Japan Architect

Plan

Wallpaper

World of Interiors

Databases

Great Buildings Database

Design and Applied Arts

Infotrac

Lexis Nexis

Practice Management

Prerequisites	Professional Practice
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 2 hours/week
Element	Management
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Make students understand the importance of business and financial side of design work • Prepare students to manage the business and financial aspects in an Interior Architectural office <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), and Management
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Module learning outcomes

On completion of the subject, the student will be able to :

- Set up and manage a schedule of works for a small designer's office.
- Organise and co-ordinate the tasks involved in design project work
- Maintain financial records relating to projects
- Recognise the need to manage project finances; cash flows; variations; deadlines;
- Understand the vital role of finance in project success: bank loans, interest repayments
- Understand the need for contract insurance and professional indemnity

Syllabus :

Finance and Accounting

Keeping records: timesheets, invoices, pay-slips, expenses, petty cash, cheque payments, raising purchase orders, bank statement reconciliation; tax: income tax, VAT.

Timing of project payments; Credit terms: cash on delivery; cash flow management Raising Finance : Loans, interest calculations, repayment schedules, short and long term financing options
References to general financial climate.

Management Principles

Management Functions : Planning, Leading, Organising and Controlling functions.
Organisational Design : Typical reporting structures; authority and responsibility;
Understanding project management and time management : How work is obtained and kept
The role of insurance in the construction industry and allied professions.

Practice Organisation

Understanding how work is allocated and completed within the design practice; Office Layout and Workflow.

Using appropriate filing systems to store and retrieve documents and material samples (SFB filing system)

Interacting with clients, allied professionals and trade representatives

Client care; Issues in employment law

Research Activities

Identifying appropriate sources for products (e.g. materials, fittings) within given specifications and budgets; Keeping up to date, journals, publications, libraries, professional bodies.

Teaching/learning methodology:

The subject will be taught through formal lectures and seminars using examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.
The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

Architects Yearbook (6th edition)	Riba Publications	Various	2003
RIAI Good Practise Guide	RIAI Publications	Various	2000
Legal and Contractual Procedures for Architects	Architectural Press	Bob Greenstreet	1999

Building Regulations

Prerequisites	Planning and Building Law, Space planning
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 1.5 hours/week
Element	Management
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.

Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Ensure that students understand that the Building Regulations are an integral part of design process and that the Interior Architect is responsible for complying with the Building Regulation in project work. • Ensure that students will apply the building regulations to their major project. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically in the reference to the Design (Project Work), Technology and Management
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Module learning outcomes:

On completion of this subject students will be able to:

- Appreciate the need for and the role of Building Regulations
- Recognise the responsibility of the Interior Architect under the Building Regulations
- Understand each Technical Guidance Document and its application .
- Recognise the relevance of the Building Regulations in the planning , design and specification process

Syllabus:**Introduction & Overview**

Understanding each document and its relevance

General Introduction and overview of the Building Control Regulations and associated Technical Guidance documents in relation to Interior Architecture; Liability in relation to negligence:

Planning Considerations:

Commencement Notices; Fire Safety Certificates; Fees and Appeals; Application; Interpretation; Technical Guidance Document; Exempted Buildings; Material Change of Use; Dispensation;

Design Considerations:

Structure; Fire Safety; Site Preparation; Materials & Workmanship; Sound: Ventilation; Hygiene; Drainage & Waste Disposal; Heat Producing Appliances; Stairways; Ladders; Ramps & Guards; Conservation of Fuel & Energy; Access for Disabled;

Application of Regulations to Non Domestic Dwellings

Public Buildings : Hotels; Restaurants; Cinema Foyers; Financial Institutions: Commercial Buildings; Associated conservation concerns;

Teaching/learning methodology:

The subject will be taught through formal lectures using examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material. The summative assignment is conducted by means of portfolio/process-folio appraisal

Recommended reading

A Guide to the building regulations	D.O.E.	Government publications	1992
The Technical Guidance Documents	D.O.E.	Government publications	1992-2000

Cultural Studies VI

Prerequisites	Cultural Studies V
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 3 hours/week
Element	Culture
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Research, analyse and critically evaluate the built environment in terms of its aesthetic, cultural, social, historical and political context.

Module aims	<p>The primary aim of the module is to:</p> <ul style="list-style-type: none"> • Develop student research into, and critical appraisal of, art, design and architecture in terms of its origins and development and within an aesthetic, cultural, social, historical, theoretical, critical and political context. <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically
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	with reference to the Design (Project Work), and Technology.
<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • apply advanced research skills on a focused topic • apply skills gained in Communication Skills modules in the form of seminar presentation • critically appraise different historical and contemporary contributions to modern architecture and design • apply critical approaches to works of art, design and architecture • develop their own analytical and critical approach to specialized subjects • integrate and synthesise cultural knowledge gained from Cultural Studies I, II, II, IV and V. 	
<p>Syllabus:</p> <p>The syllabus consists of student-delivered seminars delivered under the following headings. Indicative subject topics appear under each heading. However, these topics are indicative only and will vary from year to year.</p> <p>1 KEY FIGURES IN ART, DESIGN AND ARCHITECTURE</p> <p>The influence of Le Corbusier on later architects The role of Walter Gropius in 20th century design Charles Rennie Mackintosh; a critical assessment of his work Critical assessment of the work and writings of Tadeo Ando</p> <p>2 ASPECTS OF STYLES</p> <p>Analyse the influences on Art Deco The relationship between modernism and minimalism The enduring influence of Greece and Rome</p> <p>3 ISSUES IN ART, DESIGN AND ARCHITECTURE</p> <p>Craft vs. art The ideal design education The role of cultural studies in the development of an interior architect</p> <p>Support lectures are also offered on the following:</p> <p>Making a seminar presentation Research Presentation - use of audio-visual aids Interactive methods of presentation Collation of material and information</p>	
<p>Teaching/learning methodology:</p> <p>The subject will be taught through formal lectures and seminars using examples of the standards required. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student</p>	
<p>Method of assessment:</p> <p>This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material. The summative assignment is conducted by means of portfolio/process-folio appraisal.</p>	

Communication III	
Prerequisites	Communication II, CAD I
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester IV, 3 hours/week
Element	Drawing, Design

Supports stage and course learning outcomes	<p>Integrate conceptual, contextual, ethical and material considerations in the design and realisation of space and form.</p> <p>To organise, manage and operate interior architectural projects within the regulatory frameworks and systems related to design, architecture and construction.</p>		
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Assist students to communicate effectively in oral, visual and written terms <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Culture and Management 		
<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Create digital portfolios • Prepare for interview in a professional manner • Make appropriate use of advanced communication technologies and methods; • Produce presentations that are targeted to the needs and expectations of the client as well as addressing the requirements of the brief. 			
<p>Syllabus content</p> <ul style="list-style-type: none"> • Creating a portfolio – standard portfolio and digital portfolio • Presenting the portfolio at interview • Preparing for interview – CV, cover letter, references • Professional communication audiences: clients, consultants, technicians, contractors and manufacturers, preparing and managing interviews, briefing sessions, meetings and site meetings • Media Technology: using audio-visual presentation aids, recording and presenting to camera, using computer aided presentations; the internet, multi-point video conferencing • Information Management: Collating information and material, determining the selection and sequencing of the information being presented. • Information Quality: The importance of key characteristics such as accuracy, completeness, appropriateness and visual quality in effective presentations. • Technology: Co-ordinating and controlling multi-media presentations. • Submitting tenders and entering national and international competitions, and the sourcing of information in relation to same. 			
<p>Teaching/learning methodology:</p> <p>The subject will be taught using formal lectures, seminars, demonstrations, workshops, and assignments. During the workshops, each student will be expected to actively participate in ‘live simulations’ and ‘role playing’ exercises and will be assessed on the overall communicative efficacy of their performance.</p>			
<p>Method of assessment:</p> <p>This module is assessed by continuous assessment. The formative assessments will take the form of an interview and a research presentation that involve visual presentation material.</p> <p>The summative assignment is conducted by means of portfolio/process-folio appraisal</p>			
<p>Recommended reading</p>			
Interior Design Visual Presentation; A Guide to Graphics, Models and Presentation Techniques	Mitton, M.	John Wiley & Sons	1999
Communication in Business.	Little, P.,	Pitman Publishing	1997
The Handbook of Communication Skills	Hurst, B	Kogan Page	1999
Effective Business Communication. Prentice Hall, 1998	Blondel, R.,	Prentice Gall	1998
Presenting to Win	Aziz, K	Oak Tree Press	2000

CAD IV	
Prerequisites	CAD III
Module credits	2
Assessment weighting	100% continuous assessment
Module duration	Semester VI, 9 hours/week
Element	Drawing, Design
Supports stage and course learning outcomes	<ul style="list-style-type: none"> • Consolidate conceptual, contextual, ethical and material considerations in the design and realisation of space and form. • Communicate concepts, ideas and proposals to a high degree of visual and technical expertise in terms of drawing - freehand sketching, architectural drawings and computer-generated imagery.
Module aims	<p>The primary aims of the module are to:</p> <ul style="list-style-type: none"> • Achieve a very good standard of 3D computer-aided design. • Build up students' knowledge and expertise in Sketch-up and Viz 4 and integrates it with knowledge and skills acquired in earlier modules. This is an essential prerequisite in entering employment. • Support work on the major project <p>The secondary aim is to:</p> <ul style="list-style-type: none"> • Support the course and stage learning outcomes specifically with reference to the Design (Project Work), Technology and Drawing.
<p>Module learning outcomes</p> <p>On completion of this subject students will be able to:</p> <ul style="list-style-type: none"> • Use 3D CAD software to construct complex 3D interiors. • Light and render interiors to a high degree of expertise achieve an accurate and aesthetically pleasing visualization of a proposed building. • Integrate use of Word, PowerPoint, Photoshop, AutoCAD, Sketch-Up and Viz. 4. • Utilise fully the CAD skills and knowledge in project work. 	
<p>Syllabus:</p> <p>Use of Sketch-Up Constructing complex 3D computer models using this modeling programme. Experimentation with alternative designs using 3D models.</p> <p>Use of Viz.4 Creating complex computer visualizations of building interiors. Importing CAD 3D models, applying materials to surfaces, alter parameters of materials, lighting analysis and rendering.</p> <p>Integrating Photoshop and other packages Advanced research and presentation techniques using internet research, Word, Photoshop and other packages.</p>	
<p>Teaching/learning methodology:</p> <p>Students will be taught in interactive workshops in a specialised computer lab. Each session will incorporate a tutor-led demonstration of software applications. This demonstration will be pre-recorded and will be made available for students on CD for reference and use. In order to achieve the learning outcomes, each session will also incorporate a practical session where students learn by experimenting with different media.</p> <p>Problem-based learning will also be used as a teaching methodology. Both group and one-to-one discussions will be encouraged. This module interrelates with other year modules in that students can</p>	

scan and manipulate images of **Project Work**. Assignments are an integral part of the teaching methodology. Students will be expected to maintain very regular contact with their assignment supervisor. The responsibility to arrange one –to-one tutorials rests with the student.

Method of assessment:

This module is assessed by continuous assessment. The formative assessments will take the form of class tests, assignments and research presentations that involve visual presentation material.
The summative assignment is conducted by means of portfolio/process-folio appraisal.

Recommended reading

AutoCad in a Nutshell	Dorothy Kent	O’Rielly	2000
The ABCs of Architectural and Interior Design Drafting	Tony Cook	Prentice Hall	2001
Inside AutoCad 2000	Bill Burchard	New Riders	2000
Inside AutoCad 14	Bill Burchard	New Riders	2002
3D Modelling in AutoCad	CD Rom	005.369	
Architectural Modelling and Rendering with AutoCad R14	Branco Koleravic		1998
Inside Adobe Photoshop 6	CD Rom	005.369	
The Photoshop 6 Wow Book	Linnea Dayton	Peachpitt Press	2002

Supplementary reading

CD Rom Tutorial and Notes	Mark McKenna	GCD	2003
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LAW & LEGAL STUDIES MODULES

MODULE: ECONOMICS

Unit Title:	Economics
Semester:	1
Stage:	I
Themes:	Commercial Environment
Credit Points:	7.5

SYLLABUS

The Nature and Scope of Economics

- Economics as a Social Science
- Resources, Scarcity and Choice

How Economic Markets Work

- Demand and supply (consumer/producer)
- Equilibrium and the price mechanism
- Own price, cross price, income elasticity of demand,
- Elasticity of supply
- The relationship between elasticity of demand and total revenue
- Government intervention in the Market

Household Choices

- Utility and demand
- Possibilities, Preferences and Choices

Theory of the Firm

- Costs of production
- Profit and the Goals of a Firm
- Problems with the traditional theories of management models
- Alternative maximising theories

Market Structures

- Competition
- Monopoly
- Monopolistic competition and oligopoly

Factor Markets and the Distribution of Income

- Factors of Production and their Rewards
- Capital Markets
- Labour Markets
- Distribution of Income and Wealth

Government Regulation of the Market Economy

- Competition and the role of the government
- Regulation and who pays
- Problems with regulation

Factor Markets and the Distribution of Income

- Factors of production and their rewards
- Capital markets.
- Labour markets
- Distribution of income and wealth

How the Macro Economy Works

- Measuring the creation of economic wealth
- Measuring GDP, Government Objectives, Growth and Balance of Payment equilibrium
- The circular flow of income
- National income statistics
- Aggregate demand and aggregate supply
- Investment and the business cycle

Money and Interest Rates

- The role of money in the economy
- Equilibrium in the money market

- The role of the Central Bank
- The Foreign Exchange Market and Exchange Rates
- The Balance of Payments
- The Exchange Rate
- The European Dimension
- The European Central Bank and Economic Policy in EMU
- The design of the ECB
- Monetary Policy in EMU
- Fiscal Policy in EMU

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: INTRODUCTION TO THE LEGAL SYSTEM

Unit Title: Introduction to the Legal System

Semester: 1

Stage: I

Themes: Principles of Law

Credit Points: 7.5

SYLLABUS

Introduction to the Irish Legal System

The concept of law

A Common Law system

Hierarchy of Courts

The Doctrine of Precedent

The reasonably accurate and reliable recording of judgments

Sources of Law

Primary Sources

Secondary Sources

The Rule of Law

Historical Development of the Irish Legal System

The Brehon Law

The arrival of English law in Ireland

The Institutions of the State in the UK, 1800 – 1922

The Free State

The 1922 Constitution

The 1937 Constitution

The Courts System, the Judiciary and the Administration of Justice

The Administration of Justice in Courts

The Administration of Justice in Public

In Camera proceedings

The Irish Courts System – Judicial Composition and Structure

Courts Officers and Administration

First Instance Jurisdiction

Civil Jurisdiction

Criminal Jurisdiction

Civil and Criminal Court Procedure

Civil Procedure

Criminal Procedure

Court Procedures and the rules of Evidence

Judge and Jury, An Introduction

Appellate Jurisdiction

Civil Cases

Criminal Cases

Proposed Reform

The Doctrine of Precedent

Stare Decisis: the basic concept

Stare Decisis in the Irish Courts

Ratio Decidendi

Obiter Dictum

Legislative Interpretation
 The primary approaches
 Interpretive Aids
 Enforcement of Judgments
 Execution
 Judgment Mortgages
 Garnishee
 Receiver by way of equitable execution
 Instalment and examination orders
 Attachment and committal
 Miscellaneous
 Legal Costs
 Ethics and the code of conduct
 International Law
 International Law as law?
 Sources of International Law
 The creation of inter-state obligations
 Monism and dualism
 The Council of Europe
 The United Nations
 The European Union
 The World Trade Organisation
 Private International Law

ASSESSMENT

30% Course work and assignments
 70% Exam

MODULE: EMPLOYEE RELATIONS

Unit Title: Employee Relations
 Semester: 1
 Stage: II
 Themes: Private Law/Management Methods
 Credit Points: 7.5

SYLLABUS

- Industrial Relations
 - The Industrial relations environment
 - Development of the Trade Union Movement
 - Trade disputes Law
 - Industrial Relations Legislation
- Equality of Pay and Treatment
 - Employment Equality Act 1998
 - Maternity Protection Act 1994
 - Sexual Harassment
- Protective Legislation
 - Safety, Health and Welfare in the workplace
 - Safety, Health and Welfare at Work Act, 1989
 - Hours worked, holidays, Payment of wages
 - Age limitations – Children and youth workers
 - Part-time workers
- Redundancy and Insolvency
 - Redundancy Payments Acts
 - Collective redundancies
 - Rights and protection of workers in an insolvency situation – E.C. Directive 77/187
- Institutions and Officers
 - Labour relations commission
 - Conciliation service

- Joint labour committees
 - Labour court
 - Employee appeals tribunal
 - Equality officers
 - Rights commissioners
- The Contract of Employment
- Contract of Service versus Contract for Services
 - Office holders versus Employees
 - Contract Terms Expressed, Implied:
 - By Statute
 - By Custom
 - By Collective Bargaining Agreement
 - Restraint of Trade Covenants
- Termination of a Contract
- Minimum notice and Terms of Employment
 - Unfair Dismissals Act 1977, as amended by the Unfair Dismissals Act, 1993
 - Remedies for wrongful dismissal
 - Remedies for unfair dismissal
- Role Play
 - The use of role-play to convey the importance of effectively understanding the needs and aspirations of the entire workforce.
 - Its value in enabling understanding of the skills and potential brought to the workplace by employees.
 - Industrial relations models from Sweden, U.S, Germany and Britain

MODULE: EUROPEAN UNION LAW

Unit Title:	European Union
Semester:	1
Stage:	II
Themes:	Public Law
Credit Points:	7.5

SYLLABUS

- Historical, Political and Economic Background to European Integration
 - Institutions: Legal Base, Powers, Structure and Function
- The Commission
- The Council and the European Council
- The European Parliament
- The Court of Justice and the Court of First Instance
- Other institutions
- Legislative Process
- Sources of EU Law
- Primary sources
- Secondary legislation
- General principles common to the laws of the Member States
- Jurisprudence of the Court of Justice
- Public International Law
- Relationships between EU and National Law
- Development of EU Law as an autonomous legal system
- The effect of EU Law in the domestic legal framework
- Conflict and Supremacy
- Direct Applicability and Direct Effect
- Implementation and Effect of EU Law in Ireland (and the United Kingdom)
- Judicial Remedies
- Actions against EU Institutions.
- Actions against Member States.
- Preliminary Rulings.
- Contractual and Non Contractual liability of the Community
- Substantive Community Law (Economic Law)
- Competition Law

Article 81
 Article 82
 State Aids
 Free Movement of Goods
 Customs Union
 Elimination of Customs Duties and Charges of Equivalent Effect
 Common Customs Tariff
 Elimination of Quantitative Restrictions and Measures of Equivalent Effect
 Exceptions to the Free Movement of Goods: Cassis de Dijon and Article 36
 Legislation
 Recent Developments in the caselaw
 Article 95: Taxation and its impact on Business
 Free Movement of Persons
 Principles Common to the Free Movement of Workers, Establishment and Services
 Free Movement of Workers
 Freedom of Establishment
 Freedom to Provide Services
 Legislation
 European Labour Law
 Principles of Equal Pay, Treatment and Non-discrimination
 Rights in EC Law: Part-time workers, pensions

ASSESSMENT

30% Course work and assignments
 70% Exam

MODULE: LAND LAW I

Unit Title: Land Law I
 Semester: 1
 Stage: II
 Themes: Private Law
 Credit Points: 7.5

SYLLABUS

- Historical and social introduction to Land Law incl. feudalism
- The concept of ownership and limitations on rights of ownership
- Role of land law in society
- Practical significance of land law
- Equity and its influence on land law
- Estates:
 - Freehold
 - Fee simple
 - Life estate
 - Fee tail
 - Words of Limitation
 - Leasehold
 - Lease for a term certain
 - Periodic tenancy
 - Tenancy at will
 - Tenancy at sufferance
 - Hybrid Estates
 - Perpetually renewable leases
 - Fee farm grants
 - Settled Land
 - Future Interests
 - Co-Ownership
 - Licences, incl. Rights of residence
 - Registered and Unregistered Land
 - Rules Against Remoteness incl. Rule Against Perpetuities

- Adverse Possession
- Succession
-

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: **Marketing Management**

Unit Title: Marketing Management
 Semester: 2
 Stage: II
 Theme Management Methods
 Credit Points 7.5

SYLLABUS

Introduction to Marketing

- Defining and analysing the marketing concept /function
- Marketing within a service industry
- Defining the marketing mix

The Market

- Segmentation, Targeting & Positioning
- Segmentation Variables Forecasting

Analysis for Marketing Decisions

- Customer Analysis & Behaviour
- Customer Choice & Post-Purchase Behaviour
- Competitor Analysis

Analysing Company Capability

- Understanding core competence's, resource-based advantage
- An evaluation framework, SWOT analysis, competence's and future options

Marketing Research and the Marketing Information System

- Benefits of measuring and forecasting market size and trends
- Primary, Secondary Data
- Objectives, Planning, Questionnaire Design
- Survey Methods
- Modelling the Marketing Information System
- Analysis of Research decisions

The Marketing Mix

- Overview of Legal Issues Affecting Marketing Activities

Product concepts

- Product/Service Planning – Intellectual Property, Trade Secrets, Trade Law
- Design and development – Patents, Copyright Law
- Product/service life cycle, Branding, Packaging

Pricing Concepts

- Sale of Goods/Services, Contract Law, Warranties, Product

Liability

- Pricing Objectives
- Pricing methods/tactics/structures

Distribution Concepts

- Structure of distribution channel - Franchise Relationships
- Relationships between producers - Distributions and customer
- Direct marketing and its growth - Anti-Trust Law

Promotion Concepts

- Overview of Commercial Speech, Regulation of Advertising, Consumer Protection Law and Unfair Competition
- Characteristics of the Promotional Mix,

People, Process and Physical Evidence Concepts

- Customer Service policies and practice
- Quality, satisfaction and customer retention
- Ethics & Social Responsibility

Strategic Marketing Planning

- The role and scope of planning in marketing
- Strategic visioning, mission statements and marketing objectives
- Market Opportunity Analysis
- Developing Marketing Strategy

ASSESSMENT

40% Course work and assignments

60% Exam

MODULE: MANAGEMENT ACCOUNTING

Unit Title: Management Accounting

Semester: 2

Stage: II

Theme: Management Methods

Credit Points: 7.5

SYLLABUS

Introduction to Managerial Accounting

- The Accounting Function in the Hospitality Industry
- Principles of Accounting
- Forms for Business Organisation
- Computer Applications
- The Balance Sheet
- Balance Sheet Analysis
- The Income Statement

The Statement of Cash Flows

- The Purpose of the Statement of Cash Flows
- Classification of Cash Flows
- Conversion of Accrual Income to Net Cash Flows from Operations
- Preparing the SCF
- Analysis of Statements of Cash Flow

Ratio Analysis

- Ratio Standards
- Purpose of Ratio Analysis
- Classes of Ratios
- Liquidity, Solvency, Activity, Profitability and Operating Ratios
- Limitations of Ratio Analysis
- Usefulness of Financial Ratios

Basic Cost Concepts

- General Nature of Costs
- Determination of Mixed Cost Elements
- Fixed Versus Variable Costs
- Overhead, Controllable, Differential, Relevant, Sunk, and Opportunity Costs
- Average and Incremental Costs
- Decision-Making Situations

Cost-Volume-Profit Analysis

- CVP Analysis Defined
- CVP Equation -Single Product
- CVP Equation -Multiple Products
- Income Taxes and CVP Analysis
- Profit-Volume Analysis
- Operating Leverage

Cost Approaches to Pricing

- The Importance of Pricing
- Informal Pricing Approaches
- Cost Approaches: Four Modifying Factors
- Mark-Up Approaches to Pricing Meals

- Integrated Pricing
- Forecasting Methods
 - Implicit Versus Explicit Forecasts
 - Forecasting in the Hospitality Industry
 - Overview of Forecasting Methods
 - Selection of a Forecasting Method
 - Short- Term Forecasts in the Lodging Industry
 - Forecasting Cases
- Operations Budgeting
 - Types of Budgets and Reasons for Budgeting
 - The Budget Preparation Process
 - Budgetary Control
 - Determination of Variances & Significant Variances
 - Variance Analysis
 - Determination of Problems and Management Action
- Cash Management
 - Cash and its Importance
 - Distinction Between Income and Cash Flows
 - Cash Budgeting
 - Float
 - Management of Working Capital
- Internal Control
 - The Hospitality Industry's Vulnerability to Theft
 - Definition and Objectives of Internal Control
 - Internal Auditing
 - Additional Classification of Controls
 - Codes of Ethics
- Capital Budgeting
 - Relationship of Capital Budget to Operations Budget
 - Types of Capital Budgeting Decisions
 - Time Value of Money
 - Cash Flow in Capital Budgeting
 - Mutually Exclusive Projects with Different Lives
 - Use of Capital Budgeting Models in the Lodging Industry

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: LAND LAW II

Unit Title: Land Law II
 Semester: 2
 Stage: II
 Themes: Private Law
 Credit Points: 7.5

SYLLABUS

Matrimonial Property

- The equitable scheme
- The statutory scheme
- Proposals for reform: unmarried cohabiting couples

Incorporeal Hereditaments

- Easements
- Profits
- Natural Rights
- Local and Customary Rights
- Proposals for reform: Prescription

Mortgages & Securities

- The mortgage
- The judgment mortgage

Conveyancing

- Types of sale
- Pre-Contract Enquiries
- The contract for sale (formation and contents)
 - Law society standard contract
- Title investigation
 - Deduction of title
 - Requisition of title
- The conveyance (types of deeds)
 - Drafting documents of conveyance
- Practice and procedure
- Completion
- Covenants
- Remedies and enforcement Specific performance
- Vendor and purchaser summons

Landlord & Tenant

- Introduction
- The relation of landlord & tenant
- Identification of a tenancy
 - Distinction between a lease and a licence
- Requirements for the creation of a lease
 - Examination of lease documents and their interpretation
 - Contents/clauses in a lease
- Covenants
 - Restrictive covenants
- Assignment and sub-letting
- Determination of the relationship
- Statutory rights
 - The right to a new tenancy
 - The right to buy out the fee simple
 - The right to a reversionary lease
 - Compensation for improvements
 - Rights of tenants in controlled dwellings
- Rent review arbitration
- Termination of lease
- Residential Tenancies
 - Residential Tenancies Act 2004

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE:

STRATEGIC MANAGEMENT

Unit Title:	Strategic Management
Semester	1
Stage	III
Theme:	Management Methods
Credit Points:	7.5

SYLLABUS

- Introduction to corporate strategy
- Differences between strategy and day to day organisational operations
- The language of strategy
- What makes good strategy
- A review of theory and practice
- Historical content of strategy
- Prescriptive theories versus emergent theories
- Concept of strategic drift

- Analysis of the macro environment
- Consideration of organisation context
- PEST analysis
- SWOT analysis
- Key factors for success
- Contribution of Porter
- Analysing markets and competitors
- Concept of product portfolio
- Competitive strategies
- Developing sources of sustainable competitive advantage
- Analysing organisation markets
- Market segmentation
- Customers and customer driven strategy
- Stakeholder analysis
- Analysing organisation resources
- Make or buy decision
- Value chain
- Value system
- Hierarchy of resources
- Analyse of organisation human resources
- Human resource audit
- Organisational culture
- International culture prospective
- Analyse of organisation operational resources
- The role of operations in adding value
- Lean thinking
- Quality systems

ASSESSMENT

40% Course work and assignments

60% Exam

MODULE: HUMAN RESOURCE MANAGEMENT

Unit Title: Human Resource Management
 Semester: 2
 Stage: III
 Theme: Management Methods
 Credits: 7.5

SYLLABUS

Human Resource Development

- Background to Human Resource Management
- Orientation and socialisation
- Managing productivity and controlling labour costs
- Evaluating employee performance and coaching
- Recognition and Reward Systems

Employment Laws, Planning and Staffing

- Employment laws and applications
- Job analysis and job design
- Planning and recruiting
- Selection/Induction/Training and Development
- Importance of documentation, performance appraisal

Compensation and Labour Issues

- Payment administration, pensions, sick-pay, absenteeism
- Incentive schemes and benefits administration
- Labour unions
- Negotiation and collective bargaining

Safety, Discipline and Ethics

- Health, safety and employee welfare programmes
 - Turnover, discipline and termination of employment
 - Exit Interviews
 - Equality of Opportunity
 - Social responsibility and ethics
- Employee Information Systems
- Manual and Computerised Personnel Recording Systems
 - Information Systems
 - Confidentiality, Privacy and Security
 - Data Protection Act
- A Framework for Supervision
- The supervisor and the management process
 - Effective communication
- Supervisory Tools
- Building an effective team
 - Motivation through leadership
 - Managing conflict, cultural, geographical and ethnic diversity
- Improving Effectiveness
- Time management
 - Managing change
 - Professional development and future trends

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: INTERNATIONAL BUSINESS

Unit Title:	International Business
Semester:	2
Stage:	III
Themes:	Management Methods
Credit Points:	7.5

SYLLABUS

The Nature of International Business

- Trends and developments in International Business
- Domestic versus Overseas Markets
- The International Environment
- International Business Models
- Challenges facing International Business

Trading & Investing in International Business

- The Importance of International Trade
- Foreign Investment / problems and profits
- Entering overseas markets
- Channels of distribution in overseas markets
- Economic Theories of International Business
- International Trade Theory
- Trading Restrictions
- Economic Trends & Development
- International Investment Theories

Trends & Developments of International Organisations

- United Nations
- WTO
- International Monetary Fund
- Economic Integration
- The European Union

- Financial Influences on International Business
- Fluctuating Currency values
- Tariffs and Taxation
- International Banking
- Inflation

Physical Environment on International

- Location
- Topography
- Climate
- Natural Resources
- Socio-cultural Forces on International Business
- Socio – cultural Impact
- Education and Language
- Understanding National Cultures
- Traditional roles in society
- Employer / employee relationships

Political & Legal Forces on International Business

- Political ideology
- Government versus private ownership
- Protectionist strategies
- International Disputes & settlements
- Legal aspects of International business

Competition and International Business

- Levels of competition in International Business
- Developing a competitive advantage in an International Market
- Global strategic planning
- Assessing and analysing international markets
- International Country Risk Assessment (CRA)
- Market Screening
- Segment Screening
- Impact of Technology on International Business
- Access
- Availability
- Cost
- Speed of processes
- Trends and developments of IT in the future

ASSESSMENT

40% Course work and assignments

60% Exam

MODULE: COMPANY LAW

Unit Title: Company Law
 Semester: 2
 Stage: III
 Themes: Private Law
 Credit Points: 7.5

SYLLABUS

- Partnerships
 - Legal entities and personality
 - Creation of partnerships, partnership agreements, implied partnership
 - Agency and authority of partners, dealings with outsiders
 - Management of partnerships, rights and duties of partners
 - Dissolution of partnerships
 - Limited partnerships

- Nature and Formation of Companies
 - Development of company law in Ireland
 - Types of company, public and private, limited and unlimited, holding and subsidiary
 - Formation of companies, methods of incorporation
 - Consequences of incorporation
 - Constitutional documents, memorandum of association and articles of association
- Corporate Governance
 - Authority of members, the general meeting, ordinary and special resolutions
 - Directors, appointment and removal
 - Authority of directors, powers and duties
 - Transactions with the company, fiduciary position
 - Restriction and disqualification
 - Fraudulent and reckless trading
 - Other officers – the secretary, the auditor
 - Corporate contracts – pre-incorporation contracts, the object clause
 - Ultra vires contracts, authority of agents
 - Membership – minority rights, oppression
- Capital of the Company
 - Types of capital, loan and share capital
 - Shares, classification and allotment
 - Rights of shareholders, transfer of shares
 - Maintenance of capital, alteration of capital
 - Company accounts, annual returns
 - The audit, liability of auditors
- Borrowing and Securities
 - Borrowing powers of company
 - Debentures and charges
 - Fixed and floating charges
 - Receivers
- Examiner and Investigation
 - Appointment of the examiner, power of the court
 - Arrangement and reconstruction
 - Appointment of inspectors, inspectors report
- Winding up of Companies
 - Voluntary liquidation, members and creditors liquidation
 - Court ordered liquidation, presentation of the petition
 - Appointment of liquidator, voluntary, provisional and official
 - Powers and duties of liquidators
 - The distribution of assets
 - Fraudulent preferences and dispositions

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: TAXATION

Unit Title:	Taxation
Semester:	2
Stage:	III
Themes:	Business Skills
Credit Points:	7.5

SYLLABUS

- Income Tax
 - Introduction and identification of sources of income
 - Charges and other items reducing Total Income
 - Personal reliefs and allowances, where applicable (including Film Relief)
 - Taxation of Trading / Professional Income

- Taxation of Investment Income
- Taxation of Property Income
- Taxation of Income from Irish Employments
- Taxation treatment of Married Couples, Single, Separated or Divorced and Widowed
- Case I/II Computation
- Capital Allowances
- Relief for Losses
- Taxation of Partnerships
- Returns, Deadline Dates, Assessments, Appeals, Errors/Mistake
- Collection, Anti-Evasion and Anti-Avoidance
- Residence and Domicile
- Relief for Investment in Corporate Trades
- Employee Share Schemes
- Taxation of covenants, Settlements and Trusts
- PRSI and Levies
- Corporation Tax
 - Introduction and General Principles
 - Charges
 - Capital Allowances and Losses
 - Income Tax on Annual Payments
 - Manufacturing Relief
 - Distributions
 - Close Companies
 - Introduction to Groups and Consortia
 - Special classes of Companies, Incentives and Reliefs
 - Corporate Residence, Non-Resident companies, Double Taxation Relief
- Capital Gains Tax
 - Outline of Capital Gains Tax
 - Persons liable to Capital Gains Tax
 - Assessment of Capital Gains Tax
 - Chargeable Assets
 - Exemptions and Reliefs
 - Occasions of charge
 - Computation of Gains
 - Development Land
 - Losses
 - Death
 - Administration of the Tax
 - Special Reliefs
 - Settled Property – Trusts and Trustees
 - Special Cases
 - Assets Situated Abroad
 - Companies and Group Capital Gains
- Capital Acquisitions Tax
 - Introduction
 - Gift Tax
 - Inheritance Tax
 - Value of Property Tax
 - Miscellaneous provisions relating to Gifts and Inheritances
 - Exemptions
 - Returns, Assessments and Appeals
 - Payment and Recovery of Tax
 - Double Taxation Relief
 - Residential Property Tax
- Valued Added Tax
 - General
 - VAT Charge
 - Supply of Services
 - Taxable Persons and Registration
 - Chargeable Amount

- Tax Due and Tax Deductible
- Payment, Refunds and Interest
- Requirements of a valid invoice / credit note
- Records to be kept
- Building and Property
- Administration of VAT
- Stamp Duty
 - Basic principles of stamp duty (including introduction to the relevant principles of property law)
 - Concepts of legal and beneficial ownership
 - Contracts
 - Different types of conveyances and other instruments relative to property transactions
 - Leases, administration, types of stamp, making of assessments and calculation of duty, adjudication, interest and penalties, appeals, incorporation and sale of business
 - Company matters: Capital duty, Transfers within groups of companies, Mergers and Takeovers
 - Exemption and reliefs

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: DISSERTATION

Unit Title: Dissertation
 Semester: 2
 Stage: III
 Themes: Private Law/Management Methods
 Credit Points: 7.5

AIMS

As an option in final year, students are entitled to do a dissertation instead of the Taxation module, on any subject in Law or Business. The dissertation will be supervised by a member of the faculty who has a specialist interest in the area and will constitute a full module. The aim of the dissertation is to foster and encourage in the student a capacity for creative research and improve the quality of the student's legal writing.

MODULE: INTRODUCTION TO THE LEGAL SYSTEM

Unit Title : Introduction to the Legal System
 - Part A – Sources of Law
 - Part B – Court Practice and Procedure
 - Part C – Arbitration Law

Ref. : BALB 1.1

Stage : 1

Themes : Legal Research Skills, Computing Skills.

Credit Points : 5

Pre-Requisites : None

Co-Requisites : None

Introduction

An introduction to the Legal System is an intrinsic part of any law programme. Legal subjects cannot be taught in isolation. Before any student of law can learn specific legal rules, they must first have a solid foundation and contextual framework in which to place these rules. If one is to succeed in a competitive legal or business environment – where legal disputes arise frequently – knowledge of the following is essential: -

Our court structure

The difference between civil and judicial jurisdictions
Methods by which judicial decisions are reached
The forum available for the resolution of disputes

It is the function of this module to provide the student with the requisite knowledge and skills to deal confidently with these issues.

Syllabus

Part A – Sources of Law

- Historical and Political Background
- The Nature of Law
- Common Law and Equity
- The Sources of Law:
 - The Constitution
 - EU Law
 - Domestic Legislation
 - Statutes and Delegated Legislation
 - Equity
 - Custom and Practices
 - Court Precedents
- Legal Research
- Precedent and Legal Reasoning
- Function of Juries
- Cases to be heard in public
- Interpretation of Statutes
- Constitutional Rights
- Remedies

Part B – Court Practice and Procedure

Civil Law

The Courts

- Historical and Political Background
- Limitations on Jurisdiction
- The Administration and Personnel of the Courts
- The Central Office

Commencement of Proceedings

- Types of Summonses and Petitions
- Service

The Parties

- *Locus standi*
- The Joining of Third Parties and Co-defendants

Pleadings and Documentation (form and contents)

- Affidavits
- Summonses
- Statement of Claim, Civil Bill, Civil Process
- Defence and Counter Claim
- Reply
- Other Documents – Particulars, Interrogatories, Discovery, Advice on Proofs, Notices

Appeal

Enforcement of Judgements

- Execution
- Judgement Mortgage
- Garnishee

- Receiver by way of Equitable Execution
- Instalment and Examination Orders
- Attachment and Committal
- Miscellaneous
- Legal Costs
- Ethics and the Code of Conduct

Part C – Arbitration Law

Historical and Political Background

Introduction

- The Function of the Arbitrator and the Law of Arbitration
- Arbitration versus Litigation

Forms of Agreement

- Standard Forms and Clauses
- Parties
- Implementation

Terms of Agreement

- Terms Prior to Dispute
- Exclusion Agreements and their Effect

The Arbitrator

- Appointment
- Power and Duties

Power of the Courts

- Where the Courts will require parties to Submit to Arbitration
- Enforcement of the Award
- Possible Appeals from Arbitration to the Courts

Practice and Procedure Pre-hearing

- Agreement as to procedure
- Requirement of Formal Pleadings
- Time and Place of Hearing

The Arbitration Hearing – Practice and Procedure

- Rules of Evidence
- Requirement of Legal Representation
- The Oath
- Examination and Cross Examination

Post Hearing

- The Award Form
- Costs and Fees
- Enforcement of the Award
- Setting Aside an Award

International Arbitration

International Chamber of Commerce

FIDIC

MODULE: Legal Research and writing

Unit Title:	Legal Research & Writing
Ref.:	BALB 1.1
Stage:	I
Theme:	Legal Research Skills, Computing Skills
Credit Points:	5
Pre-requisites:	None
Co-requisites:	Introduction to the Legal System

Introduction

Legal Research and Writing is a hands-on subject, in which students develop the skills that allow them to apply the substantive rules they have learned in other subjects. The subject is designed to enable students to locate the law on a particular point, and then to communicate that knowledge in writing in an effective way. This involves familiarising students with research sources, demonstrating the use of those sources, explaining the objectives of different forms of legal writing, and assisting students to develop their own legal writing skills. The subject therefore forms an essential grounding for the remainder of the degree programme.

Syllabus

- Structure of the Legal System
- Organisation of Legal Publications
- Introduction to Primary Sources
 - The Constitution; European Union Treaties; legislation; delegated legislation; case-law; administrative rules; international treaties
- Introduction to Legislation
 - Finding Bills; interpreting legislation; aids to interpretation; explanatory memoranda; annotations to legislation
- Introduction to Secondary Sources
 - Legal encyclopaedias; textbooks; journals; Law Reform Commission reports
- Introduction to Searching Tools
 - Including biographies; digests; the Index to Legal Periodicals
- European Union Law
 - The Treaties; format of European legislation and caselaw; implementation of European legislation into Irish law; tracking down European legislation and caselaw
- Case Law
 - Proper use of citation; finding a case from a citation; reading a case; unreported cases; determining whether a case has been affected by later authority; which reports should be cited
- Legislation
 - Reading legislation; determining if legislation has been amended/repealed
- Delegated Legislation
 - Finding delegated legislation; statutory instruments; by-laws; other delegated legislation
- Administrative Rules
 - Finding administrative rules; the Freedom of Information Act
- International Treaties
 - What treaties is Ireland a party to? Finding treaties; the European Convention on Human Rights and the European Court of Human Rights; reports of cases before the European Court of Human Rights; the Irish Treaty Series
- Introduction to Electronic Research
 - Internet-based services; CD-ROM based products; sites of particular interest; legal portals on the Internet; effective Internet searching; use of the Irish Statute Book on CD-ROM; the Irish Government web site; the Europa web site
- Legal Writing I
 - Style of writing; accuracy, relevance and brevity; references to judges; using authority; writing for different audiences; citation; ellipsis; format; crediting sources; plagiarism
- Legal Writing II

- Essays; answering the question answered; structure
- Legal Writing III
 - Problem questions; identifying relevant facts; identifying issues; structuring answers; who are you asked to advise?
- Legal Writing IV
 - Written argument; court briefs; distinction between analysis and advocacy; structuring arguments and facts for persuasiveness

MODULE: CONSTITUTIONAL LAW I

Unit title:	Constitutional Law I.
Ref.:	BABL 1.1
Stage:	1
Themes :	Law in the Workplace, Public Law, and Legal Theory.
Credit Points:	7.5
Pre-Requisites:	None
Co-Requisites:	Introduction to the Legal System.

Introduction

Constitutional Law is one of the most important and fundamental subjects a law student will undertake. A knowledge of Constitutional Law is essential for a proper appreciation of the Irish legal system as the effects of the Constitution are felt in all areas of law.

The broad scope of the subject will introduce the student to the institutions of the State and the fundamental rights of citizens. The course will engender a critical analysis of issues involving questions of political and social importance, the relationship between the State and the citizen and the legality of public action. A full understanding of Constitutional Law encompasses: -

- (1) A comprehensive understanding of the roots of constitutional law and the Irish Constitution.
- (2) A detailed knowledge of the institutions of the State.
- (3) A firm appreciation of fundamental rights.
- (4) An ability to critically analyse public policy.

Constitutional Law I will cover the basic ideas of a constitution and the historical and ideological background to the enactment of Bunreacht na hÉireann. The constitutional structure of the State and its institutions of power will be examined. Students will critically analyse the role of public institutions and the legitimacy of the exercise of power.

Syllabus

Introduction

- The nature and classification of constitutions.
- The evolution of constitutional ideas.
- Constitutional provisions of other countries.

Constitutional history in Ireland

- 1800 – 1916.
- 1st Dáil Constitution of 1919.
- The Constitution of 1922.
- 1932: Dismantling the 1922 Constitution.
- Background to Bunreacht na hÉireann, 1937.

Introductory concepts

- The Nation.
- The State.
- Citizenship.

The Institutions of the State I – Theory

- British constitutional theory.
- The Doctrine of the Separation of Powers.

- The Constitution and the EU.

The Institutions of the State II – Parliament

- The function and powers of the President.
- Dáil Éireann,
- Seanad Éireann.
- The legislative process.
- Article 26 references.

The Institutions of the State III – Government

- Composition and function of the Government.
- Responsibility to the Dáil
- Cabinet confidentiality.
- International Relations.

The Institutions of the State IV – Courts

- Appointment and Independence of the judiciary.
- The court structure under the Constitution.
- Limited judicial functions.
- Judicial review of legislation.

The Institutions of the State V – Other Organs

- The Attorney General
- The Council of State
- The Comptroller and Auditor General.

The European Union

- Article 29.4.
- Constitutional primacy of EU Laws.
- Fundamental Rights in EU Law.

MODULE:	CONSTITUTIONAL LAW II
Unit title:	Constitutional Law.
Ref.:	BABL 1.2
Stage:	1
Theme:	Law in the Workplace, Public Law, and Legal Theory.
Credit Points:	7.5
Pre-Requisites:	Introduction to the Legal System, Constitutional Law I
Co-Requisites:	None.

Introduction

Constitutional Law is one of the most important and fundamental subjects a law student will undertake. A knowledge of Constitutional Law is essential for a proper appreciation of the Irish legal system as the effects of the Constitution are felt in all areas of law.

The broad scope of the subject will introduce the student to the institutions of the State and the fundamental rights of citizens. The course will engender a critical analysis of issues involving questions of political and social importance, the relationship between the State and the citizen and the legality of public action. A full understanding of Constitutional Law encompasses: -

- (1) A comprehensive understanding of the roots of constitutional law and the Irish Constitution.
- (2) A detailed knowledge of the institutions of the State.
- (3) A firm appreciation of fundamental rights.
- (4) An ability to critically analyse public policy.

In Constitutional Law I students will have been introduced to broad constitutional principles affecting the operation of the State and the effects this has on the individual. This course will develop that analysis into the specific areas of fundamental rights and constitutional change.

In Constitutional Law II students will be introduced to the interpretative methods used in reading the Constitution, and this will be applied in examining the rights of citizens. These rights will be explored in detail and effect and importance of these rights in all branches of law will be demonstrated. Reference will also be made to international rights treaties for comparative analysis. Moral issues affecting the Constitution will be viewed to assess the role of the Constitution in a modern society. The mechanism and need for constitutional change will also be studied.

Syllabus

Introduction

- Constitutional interpretation.
- The individual and the State.
- The nature of rights.
- Constitutional and legislative rights.
- International Human Rights treaties.

Criminal Justice

- Minor and indictable offences.
- Trial of Offences in Due Course of Law.
- Unconstitutionally obtained evidence.

Fundamental Rights I – Basic Rights

- Equality
- Liberty and the Habeas Corpus procedure
- Freedom of Expression
- Freedom of Association
- Freedom of Assembly.

Fundamental Rights II – Personal Rights

- Specified Personal Rights
- Unenumerated personal rights

Fundamental Rights III

- The Family.
- Education.
- Private property
- Religion.

Fundamental rights IV – Moral issues

- Abortion.
- Right to die
- Divorce.

Constitutional Change

- Constitutional Reform.
- The holding of Referenda.
- The McKenna decision.
- The Constitutional Review Committee.

MODULE:

TORT LAW I

Unit Title	:	Tort Law I
Ref.	:	BALB 1.1
Stage	:	1
Themes	:	Private Law, Law in the Workplace
Credit Points	:	7.5
Pre-Requisites	:	None
Co-Requisites	:	Introduction to the Legal System, Contract I

Introduction

Tort Law is one of the legal subjects which is constantly evolving and judges are continually under pressure to “stem the flow”. A full understanding of Tort Law involves;

- Understanding first principles in the law of Tort.
- Knowledge and application of rules on negligence.
- The full historical development of Tort law to the present situation, which encompasses both economic loss and nervous shock.

Syllabus

Introduction to Tort

Tort principles - causation, remoteness

Parties in Tort actions

Negligence and essential proofs

Duty of care

Breach of duty of care

Standard of care

Damage

Negligent misstatements

Economic loss - historical development

Nervous shock - principles and impact of wider market developments in this area

Breach of statutory duties

Vicarious liability

MODULE: TORT LAW II

Unit Title	:	Tort II
Ref.	:	BALB 2.2
Stage	:	1
Theme	:	Private Law
Credit Points	:	7.5
Pre-Requisites	:	Introduction to the Legal System, Tort I
Co-Requisites	:	None

Introduction

In Tort II students are introduced to the various aspects of Tort Law.

Private and public interests are protected and the ongoing debate of Occupier’s Liability is part of this section of the course. Defamation and the role of jury trials provide students with an understanding of legal matters which receive full media attention.

A full understanding of Tort Law will

- introduce students to trespass and associated Torts
- enable students to distinguish between the rights of individuals
- develop students analytical ability in areas of defamation law
- develop students understanding of the statutes involved in Tort law

Syllabus

Occupiers Liability

Defective Product Liability

Trespass to the person, Battery, Assault, False Imprisonment

Trespass to land and chattels

Nuisance - public
Private

Prescription and Statutory Authority

Strict duties

The Rule is Rylands v. Fletcher

Economic Torts - passing off etc.

Defamation and defences

Defences in Tort law

Miscellaneous Torts

Liability in respect of animals

Liability in respect of fire

Liability in respect of dogs

Limitation of Actions

MODULE: MICROECONOMICS

Unit Title	: Microeconomics
Ref	: BABL 1.1
Stage	1
Themes	: Commercial Environment, Management, Accounting, Business Skills.
Credit Points	: 5
Pre-Requisites	: None
Co-Requisites	: None

Introduction

Since the 1930's the study of economics has been divided into microeconomics and macroeconomic. Because resources are scarce, choices must be made as to how these resources should be allocated. Microeconomics looks at individuals, firms, and governments and analyses how each make these choices. It is very important that students are exposed to the issues raised in microeconomics in order that they have a clear perspective on the interrelationship between the various sectors in society. Both in business and law issues arise whereby a decision must be made based on available information. Economic analysis equips the student with the necessary analytical skills to make an intelligent and informed decision.

Syllabus

Demand, Supply, and the Market

- Demand and the consumer
- Supply and the producer
- Equilibrium and the price mechanism
- Government Intervention in the Market

Elasticity of Demand and Supply

- Own-price, cross-price, income elasticity of demand
- Elasticity of supply
- The relationship between elasticity of demand and total revenue

Background to Supply

- The theory of costs and production
- Revenue
- Profit maximisation

Market Structures

- Perfect competition
- Monopoly-countervailing powers
- Oligopoly
- Monopolistic Competition

Managerial Models

- Problems with the traditional theory
- Alternative maximising theories

Pricing Practices

- Mark-up pricing
- Price discrimination
- Multiple –product pricing
- Transfer pricing

Government Regulation of the Market Economy

- Competition and the role of government
- Regulation and who pays
- Antitrust policy

- Problems with regulation

The Theory of Distribution and Income

- The Labour Market
- Land and Capital
- Inequality and Poverty
- Taxes, Benefits and the redistribution of Income

Market failure

- Externalities
- Public Goods
- Trade Unions and the Labour Market

MODULE: MACROECONOMICS

Unit Title	: Macroeconomics
Ref	: BABL 1.2
Stage	: 1
Themes	: Commercial Environment, Management, Accounting and Business Skills
Credit Points	: 5
Pre-Requisites	: None
Co-Requisites	: None

Introduction

Macroeconomics is concerned with the study of the economy as a whole. It deals with topics such as the growth in the economy, the level of unemployment, inflation rates, interest rates and exchange rates as well as the business cycle.

Like all facets of economics there is not just one set of macroeconomic theories. In the study of macroeconomics the student is exposed to various theories. Through this exposure the student develops analytical skills which are crucial in the business and legal environment.

Syllabus

An introduction to Macroeconomics

- Measuring GDP
- Government objectives
- ☐ Growth
 - ☐ Low inflation
 - ☐ Low unemployment
 - ☐ Balance of payments equilibrium

Macroeconomic Ideas

- Macroeconomic controversies
- Classical macroeconomics
- The Keynesian revolution
- Modern developments

Keynesian Economic Theory

- The determination of national income
- Keynesian analysis of inflation and unemployment
- Keynesian analysis of the business cycle
- Aggregate demand and aggregate supply

Money and Interest Rates

- The role of money in the economy
- Equilibrium in the money market
- The role of the central bank

Supply-side Policies

- The supply side problem
- Aggregate demand and aggregate supply revisited

The Foreign Exchange Market and Exchange Rates

- The balance of payments
- The exchange rate of the Irish pound
- The European dimension

The European Central Bank and Economic Policy in EMU

- The design of the ECB
- Monetary policy in EMU
- Fiscal policy in EMU
- Conclusion

MODULE: MANAGEMENT PRINCIPLES

Unit Title:	Management Principles
Ref:	BALB 1.2
Stage:	I
Theme:	Commercial Environment, Management, Accounting, and Business Skills
Credit Points:	5
Pre-Requisites:	None
Co-Requisites:	Micro and MacroEconomics.

Introduction

Managers today face a rapidly changing world. Changes over the last decades in Irish business mirror international developments. New organisational forms, new approaches to management and rapid technological developments reflect the strategic imperative of the new millennium and challenge our assumptions in relation to organisation and management. There is a sense that managers cannot look to past practices in order to chart a course for the future. Management is the process of reaching organisational goals by working with and through people and other organisational resources. It is imperative therefore that students of a degree such as Law with Business have an understanding of the issues they will face as managers of the future.

Syllabus

The Nature and Importance of Management

The functions of management

Planning

Organising

Staffing

Leading

Controlling

History of Management Thought

Early Management Thought

The Industrial Revolution

The Classical Approaches

The Modern Approaches

The Business Environment

The Macro Environment

The Task Environment

Competitive Analysis

Managing the External Environment

Planning and Decision Making

The Nature and Importance of Planning

Types of Plans

The Corporate Planning Process
Management by Objectives
Decision Making
The Decision Making Process
Group Decision Making

Organising
The Nature and Importance of Organising
Components of Organisational Structure
Universal Approaches to Organisational Structure
Contingency Approaches to Organisational Structure
Recent Trends In Organisational Structure
New Forms of Organisational Structure

Motivation and Leadership
Theories of Motivation
Approaches to Work Structuring
Leadership

Control
The Nature and Importance of Control
The Control Process
Types of Control
Characteristics of Effective Controls
Methods of Control
Financial Controls
Non Financial Controls

Financial Management
The Nature and Importance of Financial Management
Sources of Finance
Short-Term Finance
Medium-term Finance
Long term-Finance
Investment Management
Production Management
Production Planning and Control
Production Types and Categories
Plant Layout
Just-In-Time Manufacturing
Quality Management
Innovation in Organisations
Health and Safety

Personnel Management
Historical Development of the Personnel Function
Activity Areas in Personnel Management
Human Resource Planning
Recruitment
Selection
Pay and Benefits
Performance Appraisal
Training and Development

Employee Relations
Industrial Relation or Employee Relations?
Historical Overview of Employee Relations
Trade Unions
Employee Organisations
The Role Of The State in Employee Relations

Marketing Management
The Marketing Concept
Market Analysis
Marketing Planning
The Marketing Mix

Entrepreneurship and Small Business
The Economist's Perspective
Defining Entrepreneurship
Intrapreneurship
State Industrial Policy
The Small Business Sector

The Management of Change
The Nature and Importance of Change
Factors Forcing Change
Resistance to Change
Planned Organisational Change
A model of Strategic Change
Successful Change Programmes

MODULE: INFORMATION TECHNOLOGY

Unit Title	Information Technology Part A: Information Systems and Technology Part B: Practical IT Skills
Ref:	BALB 1.2
Stage:	I
Theme :	Business Skills
Credit Points:	5
Pre-Requisites:	None
Co-Requisites:	Introduction to the Legal System

Introduction

An understanding of Information Technology (IT) and basic computer skills are essential to any profession particularly in the field of law. Great advances have been made in Information Technology that students would greatly benefit from understanding for two reasons:

1. Computer skills are required for the preparation of assignments for this and other modules in the degree programme
2. Graduates will need to be proficient in IT to prepare briefs and other documents and will also use IT for research and communication. Students will also be expected to be ever more familiar with emerging technologies.

Syllabus

Part A – Information Systems and Technology

What is a Computer System?
Computer Hardware
Computer Software
Computer Network

Types of Information Systems
Transaction Processing Systems
Management Information Systems
Decision Support Systems
Expert Systems
Office Automation Systems

New Technologies
The Rise of the Internet
Electronic Commerce

Hardware Advances
Palmtops
WAP Communications
Biometrics and SmartCards

Part B – Practical IT Skills

Introduction to the Operating System

Word Processing

Familiarisation with the Keyboard
Creating and saving a Word Document
Formatting and editing a Document
Using Word Tools
Examining and Creating Legal and Financial Documents and Reports

Spreadsheets

What is a Spreadsheet?
Creating and formatting a Spreadsheet
Creating Formulas and Functions
Adding Graphs to a Spreadsheet

Other Packages

Creating Presentations with Microsoft PowerPoint
Understanding the Internet and College Intranet
Understanding Legal Database Directories
Lexis, Itelis, Opac, Jill, Batch, Access

MODULE: ORGANISATIONAL BEHAVIOUR

Unit Title : Organisational Behaviour
Ref. : BALB 21
Stage : 2
Theme : Business Skills
Credit Points : 5
Pre-Requisites : None
Co-Requisites : Introduction to the Legal System

Introduction

Organisational Behaviour will introduce the students to the nature of organisations, their methods of working, the roles within them and the business environment within which they operate.

It will provide students with an introductory insight into the reality of modern organisational world, the importance of the organisation in economic activity and the importance of analytical thinking to human behaviour in organisations.

This course is presented in the context of the Irish organisational environment and aims to help the student to understand and analyse the workings of an organisation, and the processes that take place within it.

Syllabus

Foundations of Organisational Behaviour

- Introduction
- Approaches to Organisational Behaviour.
- Issues and research methods.

Development of Organisation

- Historical development of organisation and management – Scientific Management, Human Relations, Contingency and Systems.

- The strategy, aims, objectives, values, policies of organisations/department and developments thereof as influenced by innovation, quality, value for money and human resources.

Organisation Structure and Strategy

- Different structural configurations factors influencing the choice of structure.
- Different activities/functions within the organisation and their interaction.
- Strategy – Corporate, business and functional strategy.
- Central co-ordination and planning.
- Commercial (including sole traders, partnerships, companies, public and private.
- Non-commercial (including public sector organisations, public utilities, non-departmental public bodies, clubs and societies, learned, social and recreational.

Organisations and their Socio-cultural and political environment

- Direct and indirect variables and their impact on the organisational environment.
- Demographic structure and product/labour markets.
- Socio-economic groupings – income distribution and spending patterns.
- Influence of culture on organisational values, attitudes, behaviour and performance.
- Corporate social responsibility.
- Stakeholders – Primary and secondary relationships.

Introduction to Management Behaviour

- The role of management in relation to an organisation's human resources and the relationship of management style to organisational structure, strategy and culture.
- The nature of general management and the changing nature of managerial work.
- Role of the manager and managerial styles.
- Delegation and decision making.

Behavioural Processes

- Work motivation/delegation/empowerment.
- Personality theories.
- Leadership theories.
- Communications.
- Group dynamics.

Behavioural Consequences

- Informal organisations
- Group dynamics.
- Conflict/Politics
- Managing change

MODULE: THE LAW OF REAL PROPERTY I

Unit Title	: The Law of Real Property I
Ref.	: BALB 2.1
Stage	: II
Theme	: Private Law
Credit Points	: 7.5
Pre-Requisites	: Introduction to the Legal System and Tort Law I & II
Co-Requisites	: Contract Law I & II

Introduction

The law of Real Property is arguably one of the key subjects that provides the acid test of the academic integrity of a law degree course. It is one of those subjects, the students' command of which tends to act as a barometer of the quality of the degree programme. A full understanding of the Law of Real Property embraces:-

- (1) A clear understanding of its historical evolution
- (2) A detailed knowledge of the rules of law both statutory and precedent.

- (3) A capacity to critically analyse the links and interaction between past and present
- (4) The capacity to trace current entitlements from those succeeded to contractually or otherwise
- (5) The capacity to give expression to the intent of the parties to a property law transaction in a binding contractual format

The Law of Real Property I is concerned with components (1), (2) and (3) of the above focusing in the main on the imparting of knowledge and understanding of rules of property law. The Law of Real Property II builds on the knowledge obtained in Real Property I and focusing on components (3), (4) and (5) develops students' capacities for critical analysis and practical application.

Syllabus

- Historical and social introduction to The Law of Real Property the role of Real Property in society practical significance of the Law of Real Property.
- Freehold ownership and estates and the Settled Land Act
- Equity and its influence on Real Property Law.
- Estates: Fee Simple, Fee Tail, Fee Farm Grant, Life Estate
- Tenure: Freehold, Leasehold, *Leasehold ownership (in outline only)*
- Future Interests
- Other Interests in Land: Joint Tenancy, Tenancy in Common, Licences, *Incorporeal hereditaments*, Right of Residence, Conacre, Adjustment, Easements, Profits, Restrictive Covenants, Mortgages
- *Transfer of* Registered and Unregistered Land
- Adverse Possession
- Succession

MODULE: THE LAW OF REAL PROPERTY II

Unit Title	: Law of Real Property II
Ref	: BALB 2.2
Stage	: II
Theme	: Private Law
Credit Points	: 7.5
Pre-Requisites	: Contract I and Contract II, Equity and Trusts I, Law of Real Property I
Co-Requisites	: Equity and Trust II

Introduction

Law of Real Property is arguably one of the key subjects that provides the acid test of the academic integrity of a law degree course. It is one of those subjects, the students' command of which tends to act as a barometer of the quality of the degree programme. A full understanding of Law of Real Property embraces:-

- (1) A clear understanding of its historical evolution
- (2) A detailed knowledge of the rules of law both statutory and precedent.
- (3) A capacity to critically analyse the links and interaction between past and present
- (4) The capacity to trace current entitlements from those succeeded to contractually or otherwise
- (5) The capacity to give expression to the intent of the parties to a real property transaction in a binding contractual format

Law of Real Property I is concerned with components (1), (2) and (3) of the above focusing in the main on the imparting of knowledge and understanding of rules of Law of Real Property. Law of Real Property II builds on the knowledge obtained in Law of Real Property I and focusing on components (3), (4) and (5) develops students' capacities for critical analysis and practical application.

Syllabus

- Conveyancing: introduction, preliminary issues (types of sale, financing, enquiries and searches), the contract for sale (formation and contents), Law society standard contract, title investigation, deduction of title, requisition of title, the conveyance (types of deeds), drafting documents of conveyance, practice and procedure, completion, covenants, remedies and enforcement (specific performance, vendor and purchaser summons).

- Landlord & Tenant: introduction, the relation of landlord & tenant (identification of a tenancy, distinction between a lease and a licence, requirements for the creation of a lease, comparison with other interests, types and formalities of tenancy), Examination of lease documents and their interpretation, contents/clauses in a lease, restrictive covenants, assignment and sub-letting, determination of the relationship, statutory controls, rent review arbitration. Termination of lease, Statutory rights: the right to a new tenancy; the right to buy out the fee simple; the right to a reversionary lease; compensation for improvements; rights of tenants in controlled dwellings, Landlord and tenant law practice and procedure.

MODULE: CONTRACT LAW I

Unit Title	: Contract Law I
Ref.	: BALB 2.1
Stage	: 2
Themes	: Commercial Environment, Law in the Workplace, Private Law
Credit Points	: 7.5
Pre-Requisites	: Introduction to Legal Systems, Tort Law I & II
Co-Requisites	: Management Accounting

Introduction

Contract law forms one of the fundamental key elements in a law degree, and in particular, to a law with business degree. For first year students, it is vital that they understand how the law of contract operates in everyday life and in the commercial environment. It is also important to inform students how it ties in with its pre-requisite subjects, Introduction to the Legal System and Tort Law I & II.

Syllabus

- Introduction to the law of contract in everyday life and contracts distinguished from other concepts.
- Essential elements in contract law.
- Agreement Offers, rules and case law.
- Acceptance, rules and case law.
- The Doctrine of Consideration and Equitable Estoppel.
- Intention to create legal relations – Domestic/Social v Commercial.
- Contract Terms – conditions/warranties.
- Exemption Clauses and the Doctrine of Fundamental Breach.
- Privity of Contract – main exceptions to Privity.
- Statute Law – Sale of Goods Act 1893 and the Sale of Goods & Supply of Services Act 1980.
- Implied Terms.
- EU Law
- Unfair Contract Terms Regulation.

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: CONTRACT LAW II

Unit Title	: Contract Law II
Ref.	: BALB 2.2
Stage	: 2
Theme	: Commercial Environment
Credit Points	: 7.5
Pre-Requisites	: Introduction to the Legal System, Contract I, Tort I
Co-Requisites	: Tort II

Introduction

Contract forms one of the fundamental key elements in a law degree, and in particular, to a law with business degree. For first year students, it is vital that they understand how the law of contract operates in everyday life and in the commercial environment. It is also important to inform students how it ties in with the co-requisite subject of the introduction to the legal system from a practitioner's viewpoint and from a practical viewpoint.

Contract II focuses on continuing to encourage students to analyse case law and judgements and to enable students to express with confidence their views on aspects of contractual rules and judgements.

Syllabus

- Misrepresentation – Sale of Goods & Supply of Services Act 1980
- Mistake – equitable remedies.
- Duress & Undue Influence.
- Void and Illegal Contract – restraint of trade contracts.
- Discharge of Contracts – frustration of contracts.
- Damages & Equitable Remedies in full.
- Limitation of Damages.
- Sale of Goods and Supply of Services Act 1980.
- Unfair Contract Terms (Regulation) Act 1995

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: MARKETING

Unit Title	: Principles of Marketing
Ref.	: BALB 2.1
Stage	: II
Theme	: Commercial Environment
Credit Points	: 5
Pre-Requisites	: None
Co-Requisites	: Quantitative Methods, Economics

Introduction

Marketing involves understanding needs. This module seeks to serve the needs of students by providing an introduction to marketing theory. It is intended for students who wish to participate in the management of internationally competitive growth orientated companies.

Upon completion of this module students should have a clear understanding of the following: -

- (1) The Nature and Role of Marketing.
- (2) The skills and knowledge required to undertake analysis for marketing decisions.
- (3) The ability to formulate Marketing decisions.
- (4) A complete understanding of Marketing Strategy, Organisation and Renewal.

Syllabus

The Nature and Role of Marketing:

Defining Marketing

Marketing and Society

Marketing's evolving role in the firm

Market focus

Marketing as function and as process

Markets, Marketing and Competitive Advantage:

The macro-business system

Markets and their governance

From upstream to downstream marketing
Consumer, business-to-business and not-for-profit marketing

- The firm's micro-business system
- A process perspective
- Sustainable competitive advantage

The Job of the Marketing Manager:
Managing Marketing Focus
Manager of the Function
Manager of the process
Managerial skills
The international marketing manager
Custodian and steward of marketing assets

Analysis for Marketing Decisions:
Customer Analysis
Models of Consumer and Organisational Buying Behaviour
Need recognition
Search for Alternatives
Evaluation of alternatives
Customer choice
Use and Learning: post-purchase behaviour

Market Measurement and the Marketing Information System:
Why measure and forecast market size?
Market definition
Vital market measures
Forecasting
Sensitivity analysis and scenarios
The marketing information system
Elements of the marketing information system

Analysing Competition and Industry Structure
Analysing Competitors
Strategic groups and mobility barriers
The business system and competitive analysis
Competitive structure of an industry

Analysing Company Capability
Understanding core competence's
Resource-based advantage
Analysing company capability
An evaluation framework
SWOT analysis, competence's and future options
Market based assets

Making Marketing Decisions

- Segmentation and Market Choice

Market Segmentation
Market choice and business definition
Market choice matrix
Industry and market evolution
Market dynamics and competitive strategy
Market choice and marketing strategy

Competitive Positioning
Analysis for competitive positioning
The competitive positioning decision

Product Choice

What is a product or service?
Branding
Brand equity
Product life cycle
Life cycle phases and marketing practice
Product portfolio analysis

New Product Development
New product development
New product diffusion
Managing the NPD process
Speed to market

Pricing
Basics of the pricing decision
Making pricing decisions
Price and profitability
Price Wars

Communication and Selling
The communication mix
Developing communication programmes
The elements of the communication mix
Challenge of integrated marketing communication
Advertising
Personal selling and sales management
Relationship marketing

Distribution
Selecting a distribution channel
Evaluating alternative distribution channels
Managing the channel
Channel strategy
Physical distribution
Electronic channels

Marketing Strategy, Organisation and Renewal
Strategic marketing
Strategic management
Strategy and learning
Managing the strategy process
Managing the marketing strategy process
Learning loops

Organising and Integrating
Organisation structure
Strategy and structure
Organising for marketing
Integrators and specialists
Teams and team building
Internal marketing and the process imperative
Internationalising modes
Emerging forms

Marketing and Organisational Renewal
Organisation renewal
Balance and renewal
Losing focus: pathways to decline
Redesigning marketing systems
Networks, relationships and virtuality

The 'green' challenge
People, shared values and the learning organisation
The market focused firm.

MODULE: FINANCIAL ACCOUNTING

Unit Title	: Financial Accounting
Ref.	: BALB 2.1
Stage	: II
Theme	: Business Skills
Credit Points	: 5
Pre-Requisites	: Information Technology
Co-Requisites	: Management Accounting I and II, Financial Reporting & Analysis

Introduction

Financial accounting is arguably one of the key subjects that provide the acid test of the academic integrity of a law with business degree course. It is one of those subjects, the students' command of which tends to act as a barometer of the quality of the degree programme. Knowledge of financial accounting is a pre-requisite for all students seeking to understand business. This introductory module provides students with an understanding of accounting concepts and their application. A full understanding of financial accounting embraces:-

- (1) A clear understanding of importance of financial information in regard to understanding an organisation's operations
- (2) A foundation knowledge of the generation and use of financial accounting information
- (3) An appreciation of the reporting of financial and non-financial information by business entities
- (4) A capacity to critically analyse and interpret financial statements
- (5) A clear understanding of the impact of accounting standards and generally accepted accounting practice on financial statements of companies and groups

Financial Accounting is concerned with components (1), (2) and (3) of the above, focusing in the main on the imparting of knowledge and understanding of the rules of Financial Accounting. Financial Reporting & Analysis builds on the knowledge obtained in Financial Accounting and focusing on components (4) and (5) develops students' capacities for critical analysis and practical application.

Syllabus

Role and Principles of Financial Accounting and Reporting

- Nature, principles and scope of accounting – the role of financial accounting, management accounting, financial management and auditing
- Nature, principles and scope of financial accounting including the reasons for its current state of development and the influences on possible future developments
- Nature, scope and purposes of financial and related records, accounts and statements
- The structure of the regulatory system and its relationship to financial accounts and statements
- Bodies setting accounting standards and the nature of the accounting and auditing professions and the role of the accountant – ethics and independence
- The nature, role and significance of
 - (i) Accounting standards and guidelines (e.g.) SSAP's, FRS's, IAS's, SORP's)
 - (ii) Generally Accepted Accounting Practice (GAAP)
 - (iii) Legislative and quasi-legislative requirements
- Applications of information technology in processing financial and related information

Accounting Concepts and Theory

- Entity and proprietary concepts
- Accounting concepts, bases and policies and their application to recording of transactions and drafting of accounting statements, significance and limitations
- Standardisation versus accounting choice
- Theory of double entry and underlying assumptions
- The accounting equation

- Asset valuation alternatives: Historical cost, replacement cost, net realisable value and economic value
- Asset valuation: Tangible, intangible and financial assets
- Effects of changing price levels

Objectives of Financial Statements

- Purpose of accounting, accounting terminology, information and communication
- Major user groups and their information needs including
 - (i) the adequacy of financial accounts and statements in meeting those needs.
 - (ii) the introduction of alternative methods to meet those needs
- Characteristics of useful information, problems associated with its production
- The role of accounting information in the decision-making process
- Financial reporting by different forms of business ownership, including public sector entities and non-profit enterprises

Accounting Records, Procedures and Systems

Techniques of Double Entry Book-keeping encompassing:

- Books of prime entry
- Personal ledgers
- Nominal ledger
- Control accounts
- Journals
- Accounting for Accruals, Prepayments and Adjustments
- Capital and Revenue expenditure
- Bad debt, Provisions for bad debts and discount allowed
- Trial Balance and Preparation of Final Accounts
- Form and content of accounting records (manual and computerised)

Confirming and correcting mechanisms encompassing:

- Control accounts
- Bank account reconciliation
- Trial balance, suspense account and the correction of errors
- Imprest system
- Creditor reconciliation's

Understanding the accounting treatment of and including application of accounting standards to:

- Fixed assets, tangible and intangible including
 - (a) Depreciation (including FRS 15)
 - (b) Revaluations
 - (c) Government grants (including SSAP 4)
 - (d) Investment properties (including FRS 15)
 - (e) Research and development (including SSAP 13)
- Current assets including
 - (a) Stocks (including SSAP 9 but excluding long-term contracts)
 - (b) Debtors including bad debts
 - (c) Cash
- Liabilities including PAYE and VAT
- Provisions and reserves
- Post balance sheet events (including SSAP 17)

Preparation and Presentation of Financial Statements for:

- Manufacturing entities
- Accounts of Unincorporated Entities including
 - (a) Sole traders (from incomplete records)
 - (b) Clubs and societies
- Partnerships
- Limited Companies for internal and external purposes

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: CRIMINAL LAW

Unit Title	: Criminal Law
Ref.	: BALB 2.2
Stage	: II
Theme	: Public Law
Credit Points	: 5
Pre-Requisites	: Constitutional Law
Co-Requisites	: None

Introduction

The substantive criminal law course is probably the most interesting and exciting subject for the law student. The focus initially is on general principles of criminal liability with an introduction to the criminal justice system and to criminal procedure. This gives the student a context and background against which the second part of the course can be understood, analysed and criticised. At this preliminary stage, emphasis is placed on providing the student with a basic knowledge and understanding of the relevant principles and a wider understanding of the law as a system of rules necessary for the promotion of the common good. The student will progress from this stage with:

- (1) An appreciation of the historical development of the criminal law
- (2) A thorough understanding of the principles of criminal liability.
- (3) The ability to identify the *mens rea* and *actus reus* of a given offence and to explain how and why the *mens rea* of one offence may differ from that required in another offence.
- (4) A full knowledge and understanding of the principles of causation.
- (5) A full knowledge and understanding of the factors which affect criminal liability.
- (6) A basic knowledge of a wide range of offences.
- (7) The ability to analyse and criticise the existing provisions in relation to substantive offences and available defences.

Criminal Law I is concerned with the components outlined above. Criminal Law II builds on this information and understanding and develops students' capacities for critical analysis and practical application, concentrating on specific property and corporate offences in the context of the Irish business world.

Syllabus

- Historical overview of the criminal law
- Purpose of the criminal law
- The basic principles of criminal liability – culpability and harm
- The Irish criminal justice system
- *Actus reus*
- *Mens rea* – Intention, recklessness, negligence
- Strict liability
- Causation
- Complicity
- Inchoate offences
- Offences Against the Person
- Factors affecting Liability
 - Necessary use of force
 - Insanity
 - Automatism
 - Intoxication
 - Duress
 - Duress of circumstances
 - Infancy
 - Mistake
 - Consent

MODULE: CRIMINAL LAW IN THE BUSINESS ENVIRONMENT

Unit Title	: Criminal Law in the Business Environment
Ref	: BALB 3.2
Stage	: III
Theme	: Public Law
Credit Points	: 5
Pre-Requisites	: Constitutional Law, Criminal Law I
Co-Requisites	: Company Law

Introduction

The substantive criminal law course has been explored in the first module. The focus initially is on general principles of criminal liability with an introduction to the criminal justice system and to criminal procedure. This gives the student a context and background against which the second part of the course can be understood, analysed and criticised. At this stage, emphasis is placed on providing the student with a specialised knowledge and understanding of the principles of corporate liability and a thorough understanding of the various property offences, company law and Competition Act offences. The student will progress from this stage with:

- (1) A thorough understanding of the principles of criminal liability as they apply in and are adapted for a corporate context.
- (2) Specialised knowledge of a number of key offences with particular emphasis on corporate crime.
- (3) A basic knowledge of a wide range of corporate and property offences.
- (4) A thorough knowledge of the composition and the work of the Criminal Assets Bureau.
- (5) The ability to analyse and criticise the existing provisions in relation to substantive offences and available defences.

Criminal Law II builds on the information and understanding acquired in Criminal Law I but the focus is firmly on corporate and property crime. This second module continues the development of students' capacities for critical analysis and practical application.

Syllabus

Offences Against Property
Misuse of Drugs and Drug Trafficking Offences
Corporate Liability
Companies Acts Offences
Competition Act Offences
Confiscation of the Proceeds of Crime
The Criminal Assets Bureau

MODULE: MANAGEMENT ACCOUNTING I

Unit Title	: Management Accounting I
Ref.	: BALB 2.2
Stage	: II
Theme	: Business Skills
Credit Points	: 5
Pre-Requisites	: Financial Accounting, Computer, Information Technology
Co-Requisites	: Management Accounting II

Introduction

This module will provide students with an understanding of the management accounting function and its central role in determining long-term viability by way of planning, control and decision making. A full understanding of this important area embraces: -

- (1) A clear understanding of the application of management accounting techniques used in planning, control and decision making
- (2) An ability to deal with the preparation, organisation, summarisation and presentation of management information

- (3) A capacity to identify the cost and revenue behaviour patterns that would apply to a range of different organisations
- (4) A capacity to analyse and interpret financial statements for management control purposes
- (5) An appreciation of management accounting and the finance function
- (6) An understanding of the financial arithmetic on which damages and other compulsory sum calculations are based

Management Accounting I is concerned with components (1), (2) and (3) of the above, focusing in the main on the imparting of knowledge and understanding of the rules of Management Accounting.

Syllabus

Conceptual Overview

- Management Accounting as a multi-disciplinary function
- Management Accounting as an internal information
- Categories of information needs
- The organisation structure of business firms
- The role of the management accountant

Introduction to Management Accounting

Analysis and cost classification for performance reporting

- General principles of cost apportionment

Budgetary Planning & Control

Purpose, preparation of budgets

Zero based budgets

Standard Costing / Variance Analysis

- Fixed budgets Vs Flexible budgets

Cost Behaviour Patterns

Breakeven Analysis

CVP Analysis

Relevant costs for decision-making

Pricing and make/buy decisions

- Actuarial claims for damages computed on a discounted cash flow basis

Business Finance

Sources of Finance

- Types of Finance

MODULE: MANAGEMENT ACCOUNTING II

Unit Title	:	Management Accounting II
Ref.	:	BALB 3.1
Stage	:	III
Theme	:	Business Skills
Credit Points	:	5
Pre-Requisites	:	Financial Accounting, Management Accounting I
Co-Requisites	:	Financial Reporting and Analysis

Introduction

This module will provide students with an understanding of the management accounting function and its central role in determining long-term viability by way of planning, control and decision making. A full understanding of this important area embraces: -

- (1) A clear understanding of the application of management accounting techniques used in planning, control and decision making
- (2) An ability to deal with the preparation, organisation, summarisation and presentation of management information
- (3) A capacity to identify the cost and revenue behaviour patterns that would apply to a range of different organisations
- (4) A capacity to analyse and interpret financial statements for management control purposes

- (5) An appreciation of management accounting and the finance function
- (6) An understanding of the financial arithmetic on which damages and other compulsory sum calculations are based

Management Accounting I was concerned with components (1), (2) and (3) of the above, focusing in the main on the imparting of knowledge and understanding of the rules of Management Accounting. Management Accounting II builds on the knowledge obtained in Management Accounting I and focusing on components (4), (5) and (6), thereby developing students' capacities for critical analysis and practical application.

Syllabus

Cost and Management Accounting Methods

- Activity based costing; use of cost drivers and activities

Decision Making / Relevant Costs

- Nature of Decision Making
- The concept of opportunity costs and relevant costs
- Decision making in the short term including make or buy and key factor decisions
- Relevant Costs – identifying relevant costs and opportunity costs

Uncertainty in Decision Making

Budgeting / Standard Costing

- Uses and limitations of Standard Costing
- Determination of Standards

Monitoring and controlling performance, calculation of variances, determination of cause of variances

Management of Working Capital

- The nature and scope of working capital management
- The importance of effective working capital management to corporate survival

Management of Stocks/Debtors/Creditors

Investment Decisions

- Capital Budgeting including
 - (a) Evaluation Methods – Payback Period / Accounting Rate of Return / Discounted Cash Flow (Net Present Value, Internal Rate of Return)
 - (b) Relevant Cash Flows

MODULE: QUANTITATIVE METHODS

Unit Title:	:	Quantitative Methods
Ref.:	:	BALB 2.2
Stage:	:	II
Theme:	:	Business Skills
Credit Points:	:	5
Pre-Requisites:	:	Microeconomics, Macroeconomics, Information Technology
Co-Requisites:	:	Financial Accounting & Management Accounting I
	:	

Introduction

It has been widely documented that significant improvements in efficiency and management skills can be achieved through the appropriate application of quantitative techniques. Quantitative techniques such as those listed below will provide students with the necessary tools to feel competent to tackle problems which arise in their future careers. It is no longer simply the statistical or mathematical specials that are exposed to statistical techniques but rather all academic disciplines.

Syllabus

Data and Their Presentation

- Learning Objectives
- Bar and Pie Charts
- Frequency Distributions

- Histograms Polygons
- Ogives
- General Principles of Graphical Presentation
- Exercises

Statistical Measures

- Learning Objectives
- Measures of Average
- Measures of Variability
- Calculating Statistics for Aggregated Data
- Exercises

Probability and Probability Distributions

- Learning Objectives
- Terminology
- The Multiplication Rule
- The Addition Rule
- Probability Distributions
- The Normal Distributions
- The Binomial Distributions
- Exercises

Decision Making Under Uncertainty

- Learning Objectives
- Decision Making Using Probability Information
- Decision Trees
- Exercises

Market Research and Statistical Inference

- Learning Objectives
- Population and Samples
- Sampling Distributions
- The Central Limit Theorem
- Characteristics of the Sampling Distribution
- Confidence Intervals for Proportions
- Interpreting Confidence Intervals
- Hypothesis Testing – Single Mean

Single Proportions

- Tests on difference between two Means
- Test on difference between two Proportions
- Tests on small samples
- X^2 tests (chi-squared tests)
- Exercises

Regression and Correlation

- Learning Objectives
- Fitting the model : The least squares approach
- The co-efficient of correlation
- The co-efficient of determination

Time Series, Descriptive Analysis, Models and Forecasting

- Learning Objectives
- Time Series Components
- Forecasting
- Measuring Forecast Accuracy

Financial Mathematics

- Simple and Compound Interest
- Annuities and Sinking Funds
- Discounted Cash Flow

- Present Value of Single Future Sums
- Present Value of an Annuity
- Net Present Value
- Internal Rate of Return

ASSESSMENT

30% Course work and assignments
70% Exam

MODULE: EQUITY & TRUSTS I

Unit Title	: Equity & Trusts I
Ref.	: BALB 3.1
Stage	: III
Themes	: Commercial Environment, Private Law.
Credit Points	: 7.5
Pre-Requisites	: Contract I and II, The Law of Real Property I & II.
Co-Requisites	: Taxation

Introduction

Knowledge of the subject is essential for a proper understanding of our legal system. The historical development of the law of Equity & Trusts can be characterised as a 600-year struggle for supremacy between the Courts of Equity and the Courts of Common law. Study of this historical background provides the student with a useful comparison between Equity and the jurisdiction of the Common law courts. As well giving an understanding of the historical evolution of the law of Equity and Trusts, this subject traces the development of equitable rights and remedies to the present day.

The study of this area of law should provide students with an ideal opportunity to improve their cognitive and evaluative skills. Problem solving skills are aided by the study of the practical application of equitable doctrines and remedies to factual situations.

The module also provides considerable scope for the development of critical thought.

Syllabus

Introduction

- Historical Introduction
- Meaning and Scope of Equity
- The Maxims of Equity

Equitable Doctrines

- Notice
- Estoppel
- Fraud, Undue Influence and Unconscionable Bargains

The Nature of Equitable Interests and Priorities

Equitable Remedies

- The Injunction
- Specific Performance
- Rescission
- Rectification
- Declarations
- An Introduction to Tracing

ASSESSMENT

30% Course work and assignments
70% Exam

MODULE: EQUITY & TRUSTS II

Unit Title	: Equity & Trusts II
Ref.	: BALB 3.2
Stage	: III
Theme	: Private Law.
Credit Points	: 7.5
Pre-Requisites	: Contract I and II, Equity & Trusts I, The Law of Real Property I & II
Co-Requisites	: None.

Introduction

The Trust is of fundamental importance in the commercial environment. Therefore lawyers and people involved in business should understand the nature and purpose of a trust and trusteeship. Corporate trusteeship has become particularly important for those graduates who go on to work in the banking sector.

Syllabus

Introduction

- The Historical Development of the Trust
- Comparison with other legal concepts such as agency, contract, and bailment.

The Creation of an Express Trust

- The Three Certainties
- Complete Constitution
- Formal Requirements

Particular Forms of Trust

- Secret Trusts
- Charitable Trusts and the Cy-pres Doctrine
- Purpose Trusts
- Resulting/Implies Trusts
- Constructive Trusts

Trusteeship

- Trustees powers

Duties on appointment

- The duty to invest, to distribute, to keep account and provide information, the duty not to profit from the trust, the duty not to delegate.

Breach of Trust Remedies

- Personal Liability of Trustees
- Restitution and Tracing

Trusts in the Commercial Environment

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: Company Law I

Unit Title	: Company Law I
Ref.	: BALB 3 1
Stage	: III
Theme	: Commercial Environment
Credit Points	: 7.5
Pre-Requisites	: Contract I and II, Organisational Behaviour and Management Accounting 1.
Co-Requisites	: Criminal and the Business Environment, Management Accounting II.

Introduction

Company Law forms one of the fundamental elements in a Law with Business degree. A full understanding of company law embraces:

- *A clear understanding of its historical and ongoing development*

A detailed knowledge of the rules of law both statutory and precedent.

A detailed knowledge of the consequences of incorporation

A detailed knowledge of the operation of and concerns about corporate governance

The capacity to trace the impact of EU Law on the development of company law

A detailed knowledge of the capacity of a company to increase its capital

A capacity to critically analyse the legal rights and protection for company creditors

Company Law I is concerned with the first four components above, focusing in the main on imparting knowledge and understanding the rules of company law.

Company Law II builds on the knowledge obtained in Company Law I and focuses on the final three components above. It develops students' capacity for critical analysis and practical application.

Syllabus

Partnerships

Legal entities and personality

Creation of partnerships, partnership agreements, implied partnership

Agency and authority of partners, dealings with outsiders

Management of partnerships, rights and duties of partners

Dissolution of partnerships

Limited partnerships

Nature and Formation of Companies

Development of company law in Ireland

Types of company, public and private, limited and unlimited, holding and subsidiary

Formation of companies, methods of incorporation

Consequences of incorporation

Constitutional documents, memorandum of association and articles of association

Corporate Governance

- Authority of members, the general meeting, ordinary and special resolutions

- Directors, appointment and removal

- Authority of directors, powers and duties

- Transactions with the company, fiduciary position

- Restriction and disqualification

- Fraudulent and reckless trading

- Other officers – the secretary, the auditor

- Corporate contracts – pre-incorporation contracts, the object clause

- *Ultra vires* contracts, authority of agents

- Membership – minority rights, oppression

MODULE: **Company Law II**

Unit Title	:	Company Law II
Ref.	:	BALB 3.2
Stage	:	III
Themes	:	Commercial Environment, Management and Accounting.
Credit Points	:	7.5
Pre-Requisites	:	Management Principles and Company Law I.
Co-Requisites	:	Organisational Behaviour

Introduction

Company Law forms one of the fundamental elements in a Law with Business degree. A full understanding of company law embraces:

- *A clear understanding of its historical and ongoing development*

A detailed knowledge of the rules of law both statutory and precedent.
 A detailed knowledge of the consequences of incorporation
 A detailed knowledge of the operation of and concerns about corporate governance
 The capacity to trace the impact of EU Law on the development of company law
 A detailed knowledge of the capacity of a company to increase its capital
 A capacity to critically analyse the legal rights and protection for company creditors

Company Law I is concerned with components the first four components above, focusing in the main on imparting knowledge and understanding the rules of company law.

Company Law II builds on the knowledge obtained in Company Law I and focuses on the last three components above. It develops students' capacity for critical analysis and practical application.

Syllabus

Capital of the Company

- Types of capital, loan and share capital
- Shares, classification and allotment
- Rights of shareholders, transfer of shares
- Maintenance of capital, alteration of capital
- Company accounts, annual returns
- The audit, liability of auditors

Borrowing and Securities

- Borrowing powers of company
- Debentures and charges
- Fixed and floating charges
- Receivers

Examiner and Investigation

- Appointment of the examiner, power of the court
- Arrangement and reconstruction
- Appointment of inspectors, inspectors report

Winding up of Companies

- Voluntary liquidation, members and creditors liquidation
- Court ordered liquidation, presentation of the petition
- Appointment of liquidator, voluntary, provisional and official
- Powers and duties of liquidators
- The distribution of assets
- Fraudulent preferences and dispositions

MODULE: HUMAN RESOURCE MANAGEMENT

Unit Title	: Human Resource Management
Ref.	: BALB 3 1
Stage	: III
Themes	: Law in the Workplace, Management, and Commercial Environment.
Credit Points	: 5
Pre-Requisites	: None
Co-Requisites	: Business Policy

Introduction

During the last decade and a half the field of Human Resource Management has emerged as a major area of general management. In the increasingly competitive and turbulent markets of the 1980s and 1990s, organisations have subjected long established approaches to the management of people to critical review and shown increasing signs of experimentation with new principles, strategies and policies. In essence, HRM is a relatively new discipline and one that is constantly evolving.

Students who will pursue a career in the commercial world, will find a knowledge of HRM essential. Students who will pursue careers in the legal profession will be able to draw on the knowledge attained in

this module as a complement to their legal training. In either case, students will have an inherent understanding of how large multinationals and indigenous firms approach human resource management.

It is intended that the study of HRM will improve students, cognitive and evaluative skills. This will be achieved through the examination of the emergence of the HRM discipline, its evolution and its application in the Irish context.

HRM today is seen as the key to competitive advantage. Students with a knowledge and appreciation of this, allied to their legal training will be particularly attractive in the commercial and legal worlds.

Syllabus

- ◆ Historical introduction to HRM
- ◆ Business Strategy
- ◆ HR Planning, Recruitment and Selection
- ◆ Employee Motivation
- ◆ Reward Management
- ◆ Managing and Appraising Performance
- ◆ Training and Development Policy
- ◆ Managing Employee Development
- ◆ Organisational Culture
- ◆ Organisational Change
- ◆ Historical and social introduction to personnel management and the evolution of HRM
- ◆ Examination of management thought and behaviour
- ◆ Examination of business strategy vis-à-vis product market and labour market and the nexus with Human Resource strategy
- ◆ The growth of HRM
- ◆ The organisational and legal considerations arising in the recruitment and selection process
- ◆ Motivation Theory, the design of work and employee motivation in practice
- ◆ The scope of reward management, job evaluation
- ◆ Reward Systems
- ◆ The theory of performance appraisal, performance appraisal systems. Performance Appraisal in Practice
- ◆ Training Policy in Ireland. Trade Union approaches to training
- ◆ The theory of Employee Development
- ◆ Strategies for large system change. Senior Management and Change. Change Strategies
- ◆ Corporate Culture; comparative changes

Organisation Development

- Work Design
- Process of change : Overcoming Resistance
- Gaining employee commitment
- Reward systems

Human Resource Management Skills

- Traditional Personnel Skills “v” Human Resource Management skills
- Employee Development
- Team Development
- Management Development
- Diagnostic Skills
- Facilitation / Consulting skills

MODULE: FINANCIAL REPORTING AND ANALYSIS

Unit Title	: Financial Reporting and Analysis
Ref.	: BALB 3.1
Stage	: II
Theme	: Business Skills

Credit Points	:	5
Pre-Requisites	:	Financial Accounting, Management Accounting I and II
Co-Requisites	:	Business Policy

Introduction

This module develops the necessary analysis skills to enable students to interpret and analyse company financial statements. It provides an understanding of the methods of accounting for business combinations. It also develops the skills in terms of valuation of a business. This module will provide students with the skills to understand and use management accounting techniques in the areas of decision-making, performance evaluation and investment appraisal. A full understanding of this module embraces: -

- (7) A clear understanding of the methods of accounting for companies and groups
- (8) An ability to understand the impact of accounting standards and generally accepted accounting practice on financial statements of companies and groups
- (9) An ability to interpret financial statements and prepare reports on these statements

Financial Reporting and Analysis builds on the knowledge obtained in Financial Accounting I and Management Accounting I and II. This develops students' capacities for critical analysis and practical application.

Syllabus

Role and Principles of Financial Accounting and Reporting

- The structure of the regulatory system and its relationship to financial accounts and statements
- Bodies setting accounting standards and the nature of the accounting and auditing professions and the role of the accountant – ethics and independence
- The nature, role and significance of
 - (i) Accounting standards and guidelines (e.g.) SSAP's, FRS's, IAS's, SORP's)
 - (ii) Generally Accepted Accounting Practice (GAAP)
 - (iii) Legislative and quasi-legislative requirements
- Theory of double entry and underlying assumptions

Company Accounts

- Accounting and disclosure requirements of the Companies Acts
- Preparation and presentation of financial statements to comply with Companies Acts, SSAP's and FRS's (including FRS 3)
- The issue, forfeiture, re-purchase and redemption of shares and debentures
- Distributable profits under Companies Amendment Act 1993

Foreign Currency Transactions and Translation

- Currency conversion and currency translation (including SSAP 20)

Group Accounts

- Purpose and need for group financial statements
- Principles of consolidation
- Acquisition method (including FRS 2)
- Equity method (including FRS 9)
- Merger method (including FRS 6)
- Treatment of goodwill arising on consolidation (including FRS 10)

Analysis and Interpretation of Financial Statements

- Definition, application and interpretation of basic financial ratios – profitability, activity, liquidity, gearing
- Appraising and communicating the position and prospects of a business based on given and prepared statements and ratios
- Preparation and interpretation of Cash Flow Statements in line with FRS 1
- Preparation and interpretation of Statements of Total Recognised Gains and Losses in line with FRS 3
- Earning per Share (including FRS 14)

Accounting for Specialised Transactions

- Accounting for leases and hire purchase transactions (including SSAP 21)

- Accounting for pension costs (including SSAP 24)

Valuation of Business Enterprises

- Purpose of valuing businesses
- Stock market ratios
- Methods of valuation - the earnings method; the net assets method and the dividend yield method

Special Accounts

- Solicitors Accounts and Regulations

MODULE: SERVICES MANAGEMENT

Unit Title	: Services Management
Ref.	: BALB 3.2
Stage	: 3
Theme	: Commercial Environment, Management.
Credit Points	: 5
Pre-Requisites	: Management Principles, Micro & Macro Economics, Marketing, Contract Law, Organisational Behaviour, Marketing. Quantitative Methods
Co-Requisites	: None

Introduction

The simplest and most traditional classification of economic activities is into three groups; primary activities include agriculture, forestry, and fishing. secondary activities include manufacturing and construction industries; tertiary activities include the services and distributive trades. The U.S economy has been a services economy since the 1960's, that is the first nation in which more than half of the employed population is not involved in the production of food, clothing, houses, automobiles or other tangible goods. By 1972 the United Kingdom had followed.

Ireland in the year 2000 is a service economy. Managers have to understand how to manage a service, and the services that they deal with on a daily basis.

Syllabus

Services and Overview

- Services in Context
- The Role of Services within the Economy
- Characteristics of Services.

Strategic Aspects

- Mission/ Corporate Strategy
- Functional Strategies
- Operations Strategy

Service Design

- Marketing Interface
- Specifying the Service
- Specification Parameters

Delivery Issues

- Location
- Transportation and Distribution
- Process Design and Improvement
- Measurement
- Human Resource Management

Service Product Planning and Development

- The Product Life-Cycle
- Growth Directions
- New Service Product Development

- Service Product Elimination

The Seven P's of Services

- Product
- Price
- Promotion
- Place
- People
- Process
- Physical Evidence

Competition Policy, Consumer Protection and Services

- Competition Policy
- Consumer Protection
- State Bodies/Semi State Bodies
- European Union Issues
- Complaints about Services

Productivity of Service Organisations

- Productivity in the Service Sector
- The Meaning of Productivity
- Services Productivity and Manufacturing Productivity
- Can Productivity be improved?

The Future for Services

- The Future of the Services Sector
- Influences on the Development of the Service Sector
- Priorities for those interested in Marketing Services

MODULE: TAXATION

Unit Title	:	Taxation
Ref.	:	BALB 3.2
Stage	:	III
Theme	:	Public Law
Credit Points	:	5
Pre-Requisites	:	Constitutional Law, Financial Accounting I, Management Accounting I and II, Quantitative Methods, Economics
Co-Requisites	:	Equity and Trusts I and II, Financial Reporting and Analysis

Introduction

This module will provide students with an understanding of the Irish taxation system and its operation. Students will appreciate the importance of taxation in personal and corporate planning and decision-making. A full understanding of this important area embraces: -

- A clear understanding of the taxation system and its operation.
- An awareness of the impact of all the major taxes on the transaction of the individuals, partners and companies
- An ability to deal with practical situations involving computation, explanation, discussion and advise
- An appreciation of the importance of taxation in personal and corporate financial planning and decision-making
- An ability to identify opportunities to minimise potential tax liabilities by making full use of available options, relief and exemptions

Taxation focuses on the imparting of knowledge and understanding of the rules of taxation, as set out by the Finance Acts. This will develop students' capacities for critical analysis and practical application.

Syllabus

Income Tax

- Introduction and identification of sources of income
- Charges and other items reducing Total Income
- Personal reliefs and allowances, where applicable (including Film Relief)
- Taxation of Trading / Professional Income
- Taxation of Investment Income
- Taxation of Property Income
- Taxation of Income from Irish Employment's
- Taxation treatment of Married Couples, Single, Separated or Divorced and Widowed
- Case I/II Computation
- Capital Allowances
- Relief for Losses
- Taxation of Farming Profits
- Taxation of Partnerships
- Returns, Deadline Dates, Assessments, Appeals, Errors/Mistake
- Collection, Anti-Evasion and Anti-Avoidance
- Residence and Domicile
- Relief for Investment in Corporate Trades
- Employee Share Schemes
- Taxation of covenants, Settlements and Trusts
- PRSI and Levies

Corporation Tax

Introduction and General Principles

Charges

Capital Allowances and Losses

Income Tax on Annual Payments

Manufacturing Relief

Distributions

Close Companies

Groups and Consortia

Special classes of Companies, Incentives and Reliefs

Corporate Residence, non-resident companies and Double Taxation Relief

Capital Gains Tax

Outline of Capital Gains Tax

Persons liable to Capital Gains Tax

Assessment of Capital Gains Tax

Chargeable Assets

Exemptions and Reliefs

Occasions of charge

Computation of Gains

Development Land

Losses

Death

Administration of the Tax

Special Reliefs

Companies and Shareholders

Leases

Settled Property – Trusts and Trustees

Special Cases

Assets Situated Abroad

Companies and Group Capital Gains

Capital Acquisitions Tax

Introduction

Gift Tax

Inheritance Tax

Value of Property Tax

Miscellaneous provisions relating to Gifts and Inheritances

Exemptions

Returns, Assessments and Appeals
Payment and Recovery of Tax
Double Taxation Relief

Residential Property Tax

Valued Added Tax

- General
- VAT Charge
- Supply of Services
- Taxable Persons and Registration
- Chargeable Amount
- Tax Due and Tax Deductible
- Payment, Refunds and Interest
- Requirements of a valid invoice / credit note
- Records to be kept
- Building and Property
- Special Classes of Business
- Retailers – Use of Schemes
- Administration of VAT

Stamp Duty

- Basic principles of stamp duty (including introduction to the relevant principles of property law)
- Concepts of legal and beneficial ownership
- Contracts
- Different types of conveyances and other instruments relative to property transactions
- Leases, administration, types of stamp, making of assessments and calculation of duty, adjudication, interest and penalties, appeals, incorporation and sale of business
- Company matters: Capital duty, Transfers within groups of companies, Mergers and Take-overs
- Exemption and reliefs

Tax Planning

- Identify opportunities to minimise or defer the impact of the above taxes to include allowances, exemptions and reliefs and the importance of timing in matters such as acquisitions, disposals and choosing accounting year-ends

Tax Management

- Appreciation of the administrative procedures followed by the Tax Authorities in assessing and collecting the above taxes
- Appreciation of Revenue inquiry and investigation

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: European Union Law 1

Unit Title	: European Union Law
Ref.	: BALB 4.1
Stage	: IV
Theme	: Public Law, Law in the Workplace.
Credit Points	: 5
Pre-Requisites	: Introduction to the Legal System, Constitutional Law, Company Law I & II.
Co-Requisites	: Intellectual Property.

Introduction

European Union Law is an indispensable subject for the understanding of both law and the modern business world. It is a subject, which exposes the student to a variety of disciplines through the nature of the subject, which is economic, political and legal. The very facts of the cases studied open the student's mind to problems such as migration and political diversity and to the realities of international commercial relations.

European Union Law is an ideal subject to be taught as a final year subject because it is a subject which demands an understanding of both the marketplace and how a legal system operates. The students will be invited to draw a comparison between the Irish Legal system and the Supra-national legal system of the European Union. The subject will also compliment Commercial law and Company law other final year subjects.

Syllabus

Historical, Political and Economic Background to European Integration

- The post war Europe.
- The Pan-European ideal.
- The economic imperative.
- A cold war world.

Institutions: Legal Base, Powers Structure and Function

- The Commission.
- The Council and the European Council.
- The European Parliament.
- The Court of Justice and the Court of First Instance.
- Other institutions.
- Legislative Process.

Sources of Community Law

- Primary Sources.
- Secondary legislation.
- General principles common to the laws of the Member States.
- Jurisprudence of the Court of Justice.
- Public International Law.

Relationship, between Community and National Law

- Development of Community law as an autonomous legal system.
- The effect of the Community law in the Domestic legal framework.
(Contact Irish Constitutional Law.)
- Conflict and Supremacy.
- Direct Applicability and Direct Effect.
- Implementation and Effect of Community law in Ireland (and the UK)
(Contact Irish Constitutional law.)

Judicial Remedies

- Actions against Community Institutions.
- Actions against member states
- Preliminary rulings.
- Contractual and Non Contractual Liability of the Community.

Substantive Community Law (Economic Law)

Free Movement of Goods

Customs Union.

Elimination of Customs Duties and Charges of Equivalent Effect.

Common Customs Tariff.

Elimination of Quantitative Restrictions and Measures of Equivalent Effect.

Exceptions to the Free Movement of Goods: *Cassis de Dijon* and Article 36.

Legislation.

Recent Developments in the case law.

Article 95: Taxation and its impact on Business.

Free Movement of Persons

Principles Common to the Free Movement of Workers, Establishment and Services.

Free Movement of Workers.

Freedom of Establishment

Freedom to Provide Services.

Legislation.

European Labour Law

Principles of Equal Pay, Treatment and Non-discrimination

Rights in EC Law: Part-time workers, pensions.

MODULE: EUROPEAN UNION LAW II

Unit Title : European Union Law II

Ref. : BALB 4.2

Stage : IV

Theme : Public Law

Credit Points : 5

Pre-Requisites : Introduction to the Legal System, Constitutional Law, Macro and MicroEconomics.

Co-Requisites : Commercial Law/ Company Law.

Introduction

European Union Law is an indispensable subject for the understanding of both law and the modern business world. It is a subject that exposes the student to a variety of disciplines through the nature of the subject that is economic, political and legal. The very facts of the cases studied open the student's mind to problems such as migration and political diversity and to the realities of international commercial relations.

European Union Law is an ideal subject to be taught as a final year subject because it is a subject, which demands an understanding of both the marketplace and how a legal system operates. The students will be invited to draw a comparison between the Irish Legal system and the Supra-national legal system of the European Union. The subject will also compliment Commercial law and Company law, other final year subjects.

Syllabus.

Substantive Community Law (Economic Law)

Free Movement of Goods

- Customs Union
- Elimination of Customs Duties and Charges of Equivalent Effect.
- Common Customs Tariff.
- Elimination of Quantitative Restrictions and Measures of Equivalent Effect.
- Exceptions to the Free Movement of Goods *Cassis de Dijon* and Article 30.
- Legislation.
- Recent Developments in the case law.
- Article 90 Taxation and its impact on Business.

Free Movement of Persons

- Principles Common to the Free Movement of Workers, Establishment and Services.
- Free Movement of Workers.
- Freedom of Establishment.
- Freedom to Provide Services.
- Legislation
- Free Movement of Capital.
- Free Movement of Capital.
- EMU and the Common European Currency.

European Labour Law

- Principles of Equal Pay, Treatment and Non-discrimination
- Rights in EC Law. Part-time workers, pensions.

Competition Law

- Article 81.
- Article 82.
- Enforcement procedures.
- Article 87.
- Interface between EU and Domestic Competition Law.

MODULE: LABOUR LAW I

Unit Title	:	Labour Law I
Ref	:	BALB 4.1
Stage	:	IV
Theme	:	Constitutional law, Micro & Macroeconomics, Contract I and Contract II, Equity & Trusts law 1 & II, Human Resource Management and Labour Law I.
Credit Points	:	7.5
Pre-Requisites	:	Contract I and Contract II, Human Resource Management.
Co-Requisites	:	EU law I.

Introduction to Labour Law

As it is the fundamental aim of this degree programme to prepare the student for entry into the labour market then significant knowledge of this subject area is very important. Students of this subject shall be provided with knowledge of the rules governing and regulating the employment setting. Such knowledge shall be invaluable to the student entering the employment market, regardless of whether such employment is in the business or legal field.

Syllabus

Historical & Political Background

Industrial Relations:

- Development of the Trade Union Movement
- Trade Disputes Law
- Industrial Relations Legislation

Wage Determinations:

- Price theory
- Monopoly Influence
- Wage theory
- Wage policy

The Contract of Employment:

- Contract of Service versus Contract for Services.
- Office Holders versus Employees
- Contract Terms – Expressed, Implied:
 - By Statute
 - By Custom
 - By Collective Bargaining Agreement.
- Restraint of Trade Covenants – competition law

Termination of a Contract:

- Minimum Notice and Terms of Employment Act 1973
- Unfair Dismissals Act 1977, as amended
- Remedies for wrongful dismissal
- Remedies for unfair dismissal

MODULE: LABOUR LAW II

Unit Title	:	Labour Law II
Ref	:	BALB 4.2
Stage	:	IV
Theme	:	Commercial Environment, Law in the Workplace, Management.
Credit Points	:	7.5
Pre-Requisites	:	Constitutional law, Micro & Macro Economics, Contract I and Contract II, Equity & Trusts law I & II, Human Resource Management and Labour Law I.
Co-Requisites	:	EU law II

Introduction

As it is the fundamental aim of this degree programme to prepare the student for entry into the labour market then significant knowledge of this subject area is very important. Students of this subject shall be provided with knowledge of the rules governing and regulating the employment setting. Such knowledge shall be invaluable to the student entering the employment market, regardless of whether such employment is in the business or legal field.

Syllabus

Equality of Pay and Treatment

- Anti-Discrimination Pay Act 1974
- Employment Equality Act 1977
- Maternity Protection Act 1981
- Sexual harassment

Protective Legislation

- Safety, Health and Welfare in the workplace
- Hours Worked, Holidays, Payment of Wages.
- Age limitations – children and youth workers
- Part-time workers

Redundancy and Insolvency

- Redundancy Payment Acts
- Collective Redundancies
- Rights and protection of workers in an insolvency situation - E.C. Directive 77/187

Institutions and Officers

- Labour Relations Commission
- Conciliation Service
- Joint Labour Committees
- Labour Court
- Employment Appeals Tribunal
- Equality Officers
- Rights Commissioners

Social Welfare

- Occupational Injuries Scheme
- Social Insurance
- P.R.S.I. Contributions
- E.U. Regulations

MODULE: COMMERCIAL LAW

Unit Title	:	Commercial Law
Ref	:	BALB 4.1
Stage	:	IV
Theme	:	Commercial Environment
Credit Points	:	5

Pre-Requisites : Contract I & II and Tort I& II
Co-Requisites : Company Law and E.U. Law

Introduction

The area of Commercial law more than any other subject reflects the close relationship that now exists between the modern business world and the law. As business transactions have become more complex, the law has had to adapt to keep pace. For any student entering the legal or business environment, knowledge of legal regulation and protection in this area is invaluable.

Syllabus:

Introduction to the Commercial Enterprise

- The Company.
- The Partnership.
- The Sole Trader
- The Co-op.

Commercial Transactions

- Sale of Goods and Supply of Services.
- Bailment.
- Hire Purchase and Leasing
- Credit Sales

Financing of Commercial Transactions

- Credit and Security
- Pledge
- Lien
- Mortgage
- Negotiable Instruments.
- Promissory Notes
- Bills of Exchange
- Cheques

Legal Remedies for Default

International Sales

- Bills of Lading.
- Carriage of Goods.
- C.I.F.Contracts.
- International Conventions

Regulation of Certain Commercial Activity

- Take-overs and Mergers.
- Stock Exchange Regulation
- Advertising and Marketing constraints (Consumer Information Legalisation)
- The Law of Banking

Bankruptcy

- Adjudication
- Role of Official Assignee
- Disclosure, Discovery and Seizure
- Election and Disclaimer
- Proof of debts and distribution
- Composition with creditors

Intellectual Property

- Copyright
- Patents
- Trademarks
- Franchises

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: BUSINESS POLICY I

Unit Title	:	Commercial Law
Ref	:	BALB 4.1
Stage	:	IV
Theme	:	Commercial Environment
Credit Points	:	7.5
Pre-Requisites	:	Management Principles, Micro and MacroEconomics, Marketing, Quantitative Methods, Contract Law, Services Management, Human Resource Management.
Co-Requisites	:	None

Introduction

Business Policy is concerned with an organisation's basic direction for the future: its purpose, its ambitions, its resources and how it interacts with the world in which it operates. Every aspect of the organisation plays a role in this strategy - its people, its finances, its production methods and its environment. Business Policy is applicable to many different kinds of organisations both commercial and non-commercial. It is, therefore applicable to large multi-business enterprises as well as to small owner managed companies, and equally too not -for -profit organisations such as charities and to public sector concerns such as local authorities. While the strategic management process is applicable to all kinds of organisations, this is not to argue that all of the tools and techniques of strategic analysis are equally applicable to both commercial and non-commercial organisations.

Syllabus

Introduction

- What is Corporate Strategy?
- Core areas of corporate strategy
- Process content and context
- What makes good strategy?

A Review of Theory and Practice

- Historical foundation of strategy
- Prescriptive strategy in practice
- Emergent corporate strategy in practice
- Strategy as history- the contributions of Penrose and Chandler.

Analysis of the Environment

- Exploring the environment
- Analysing the general environment
- Analysing the rate of growth
- Key factors for success
- Analysing the competitive industry environment
- Analysing competitors
- Analysing the customer and market segmentation

Analysing Markets and Competitors

- Sustainable competitive advantage
- Analysing the role of government
- The intensity of competition in an industry
- Aggressive competitive strategies
- Strategic Groups within an industry
- Product portfolio analysis
- Distributor analysis
- International markets and competition

Analysing Customers

- Customers and customer driven strategy
- Analysing customer value added

- Customer profiling and sustainable competitive advantage
- Strategy implications - branding
- Strategy implications - communicating with stakeholders
- International customer considerations

Analysis of Resources

- Prescriptive and emergent approaches to resource issues
- Analysing the resources of an individual organisation
- Resource analysis and value added
- The value chain
- The contribution of Ricardo
- Resource analysis and competitive advantage.

Analysis of Human Resources

- Human Resource Audit
- Analysis of Organisational Culture
- Analysis of Strategic Change in an Organisation
- Analysis of Power and Politics
- The contribution of Miles and Snow
- International cultural perspectives

Analysing Financial Resources

- The Sources of Finance
- Cost of funds and the optimal capital structure
- Financial appraisal of strategy proposals
- Financial Management and added value maximising shareholder wealth
- Relationship between financial and corporate objectives
- International aspects of financial resources

Analysing Operations Resources

- Operations and Corporate Strategy
- Analysis of the operations environment
- The role of operations in adding value and achieving sustainable competitive advantage
- Operations activities and Corporate Strategy

MODULE:

BUSINESS POLICY II

Unit Title	:	Business Policy II
Ref	:	BALB 4.2
Stage	:	IV
Theme	:	Commercial Environment
Credit Points	:	5
Pre-Requisites	:	Economics, Management, and Introduction to Legal System, Organisational Behaviour, Services Management, Human Resource Management, and Financial Management.
Co-Requisites:		Management Principles, Economics, Principles of Marketing, Quantitative Techniques, Contract Law, Services Management, Jurisprudence, Human Resource Management.

Introduction

Business Policy II is concerned with building and developing on the analysis and understanding learnt in Business Policy I. Students from Business Policy I will be able to use the theories and develop their analytical skills further in this module. It looks in depth at the organisation and developing strategy. Finally it looks at implementing these strategies across a wide and varied set of circumstances and firms.

Syllabus

Purpose of the Organisation

- Shaping the purpose of the organisation
- Developing a strategic vision for the future
- Ethical considerations

- Corporate governance and the purpose of the organisation

Purpose Emerging from Knowledge Technology and Innovation

- Knowledge creation and purpose
- Using technology to create competitive advantage
- Innovation and Purpose

Purpose Delivered through Mission and Objectives

- Stakeholder Analysis
- Developing the Objectives
- Corporate, functional and business objectives
- Emergent strategy perspectives.

Developing the Strategy

- Generic Strategies
- Market options matrix
- Resource based strategic options
- Conclusions on generating strategic options

Strategy Evaluation and Development : The Prescriptive Process

- Strategy Content
- Applying empirical evidence and guidelines
- Prescriptive model of corporate strategy
- International corporate strategy selection

Strategy, Structure and Style

- The basic relationship between strategy and structure
- Chandler's contribution
- Williamson's contribution
- The choice of management style and culture

The Implementation Process

- Resource allocation strategic planning and control
- Organisational Structure and People Issues
- International Expansion and Globalisation Strategies
- The Dynamics of Strategy Development
- Managing Strategic Change.

MODULE: FINANCIAL MANAGEMENT

Unit Title	:	Financial Management
Ref.	:	BALB 4.1
Stage	:	IV
Themes	:	Commercial Environment, Management, Accounting
Credit Points	:	5
Pre-Requisites	:	
Co-Requisites	:	

Introduction

The subject Financial Management provides students with the knowledge and competence to make reasoned decisions in the area of financial management and to understand the concepts behind available theoretical moors.

Syllabus

Financial Objectives and Environment

The nature, scope and form) long term and short term) of financial objectives of different types of organisation, including not-for-profit organisations.

The roles, responsibilities and relationships of key personnel involved in and with organisations (shareholders, lenders, managers, employees, customers, suppliers, and government).

Sources of Finance & Capital Structures

Determining requirements for finance.

Long, medium and short finance and financial institutions.

Various types of finance and their suitability to different circumstances and organisations.

Cost of finance.

Equity v. Debt (types of share capital, new issues, rights issues, loan capital, convertibles, warrants).

Competing theories on cost of capital.

Capital asset pricing model.

Business risk, financial risk and capital structure.

Venture capital.

Sources of Finance & Capital Structures

Determining requirements for finance.

Long, medium and short finance and financial institutions.

Various types of finance and their suitability to different circumstances and organisations.

Cost of finance.

Equity v. Debt (types of share capital, new issues, rights issues, loan capital, convertibles, warrants).

Competing theories on cost of capital.

Capital asset pricing model.

Business risk, financial risk and capital structure.

Venture capital.

Investment Decision

Evaluation Methods - Payback Period/Accounting Rate of Return/Discounted Cash Flow (Net Present Value, Internal Rate of Return).

Relevant Cash Flows.

Impact of Inflation/Taxation.

Capital Rationing.

Asset Replacement Decision.

Lease v. Buy Decisions.

Treatment of Risk and Uncertainty

Mergers and Acquisitions

Reasons for Acquisitions.

Impact on Bidder and Target.

Form of Consideration.

City Code on Take-overs.

Demergers/Management Buy Outs

Management of Working Capital

Importance of working capital management.

Determining working capital requirement and methods of financing current assets.

Cash Management Models - Cash Budgets/Centralised Cash Management/Computerised Cash Management Systems.

Short-Term Investments and Money Market.

Management of Stocks/Debtors/Creditors

The Dividend Decision

Dividend policy decisions.

The effect of dividend policy on financing needs

Security Valuation

Share valuation models

Performance Appraisal

Ratio Analysis.

Trend Analysis.

Schemes of Reconstruction.

Interest Rate and Foreign Exchange Management
Identification of Exposures.
Use of Techniques to Cover/Limit Exposure.
Fixed v. Floating Rate Debt.
Financing Overseas Trade/Operations/Investments.
International money and capital markets.
EMIS.

MODULE: JURISPRUDENCE

Unit Title	:	Jurisprudence
Ref.	:	BALB 4.1
Stage	:	IV
Theme	:	Principles of Law
Credit Points	:	5
Pre-Requisites	:	Introduction to the Legal System, and Equity & Trusts I & II Constitutional Law
Co-Requisites	:	None

Introduction

Legal rules play a major role in today's society. It is therefore important to the understanding of these rules, that the student has adequate knowledge of how these interact with the society they are designed to regulate. The study of jurisprudence shall give the student a greater understanding of how law has developed, and how it will develop in the future.

Syllabus

Natural Law

- Development of natural Law from Greek origins.
- Natural Law, from Aquinas to 18th Century.
- Revival of Natural Law and modern statements including Finnis/Fuller/Dworkin.

Pure Theory of Law

- Kelsen
- Kant v Hume
- Norms
- Hierarchy of Norms and Law making
- Modern Trends, Harts Concept of Law

Utilitarianism and Positivism

- The Utilitarians – Bentham
- Philosophical Background to Positivism – Comte.
- Analytical Positivism – Austin

The Anthropological and Sociological Schools

The Historical and Marxist Schools

- German Positivists – Savigny
- British Theorists – Maine
- Marxist School

American and Scandinavian Realist

- American Realists – Holmes, Frank, Llewellyn, Schubert
- Scandinavian Realists – Hagarstrom
- Problems in Jurisprudence

The concept of Duties and Rights

- The concept of Custom
- Problems of Precedent and Statutory Interpretation
- Should the Law be codified

ASSESSMENT

30% Course work and assignments

70% Exam

MODULE: HUMAN RIGHTS LAW

Unit Title	:	Human Rights Law
Ref	:	4.1
Stage	:	IV
Theme	:	Public Law
Credit Points	:	5
Pre-Requisites	:	Introduction to the Legal System, Constitutional Law, and EU Law.
Co-Requisites	:	Jurisprudence

Introduction

The importance of Human Rights Law should not be underestimated. Since the 1950s this area of international law has developed rapidly and continues to do so. In light of the increasing tendency of individuals to bring their actions beyond the domestic legal system and into this realm, knowledge and understanding of this area has become a valuable asset.

Syllabus

Historical Introduction

- American Declaration of Independence
- League of Nations
- Universal Declaration on Human Rights 1948
- European Convention for the Protection of Human Rights and Fundamental Freedoms 1950.

European Convention on Human Rights

- Jurisdiction of the European Convention
- Relationship with Irish and European Union law
- Development of its Institutions
- Enforcement Procedure
- Procedure for bringing an action before the Courts
- Introduction of additional Protocols
- Possible Reform

Content of the European Convention and Protocols

- Personal Liberty and Bodily Integrity - Article 5
- Right to Due Process of Law - Article 6
- Right to Privacy - Article 8
- Freedom of Religion - Article 9
- Freedom of Expression - Article 10
- Freedom of Association and Assembly - Article 11
- Right to Property - Article 1 (First Protocol)
- Right to Education - Article 3 (First Protocol)

Jurisprudential Aspect of Human Rights Law

- Theories of Rights: Dworkin, Hohfeld and Marx
- Cultural Relativism and Human Rights
- Feminism and Human Rights
- Economic vs. Civil & Political Rights

Terrorism and Human Rights Law

- Definition of Terrorism
- Brief History of Terrorism
- Terrorism and Human Rights: A Northern Irish Perspective
- Terrorism and International Human Rights Law

MODULE: RESEARCH PROJECT

Unit Title	:	Research Project
Ref	:	4.2
Stage	:	IV
Themes	:	Legal Research Skills, Business Skills, Computing Skills.
Credit Points	:	7.5
Pre-Requisites	:	Legal Research & Writing Skills, Information Technology
Co-Requisites	:	None

Introduction

In the final stage of the Law with Business programme students will be required to complete a major project. The subject area whilst obviously relating to Law with Business, will be broad. It is desirable from an educational perspective, that diversity is encouraged and that students are allowed to develop their thoughts and ideas fully.

All participants in the degree programme will by this stage have considerable experience of structured coursework and of the seminar method of learning. Few will have experience of conducting independent investigation informed by the concepts and theories of their specialist disciplines: that is, of academic research.

All Law with Business students will gain experience of research while on the programme. This will be gained primarily through the project.

This research component of the degree is a vital dimension of the programme, as it is of any degree.

Research has considerable value in learning terms for a number of reasons.

First of all, for those studying Law with Business at degree level, research activity fosters judgement by confronting students with problems and issues that are not in textbooks. The principles, theories, and concepts students learn through coursework must be applied in the world of business.

Their successful application to decisions and problems requires judgement and this can be fostered by tackling research-type assignments. Second, research is a disciplined activity and fosters skill and confidence in collecting, appraising, analysing, and reporting data and information of various types. Analysis and effective reporting are key elements of management. Thirdly, one of the most effective means of learning ideas or techniques is by applying them to concrete problems and this again is where research supports the coursework element of the degree. Finally the project allows students however modestly, to contribute to knowledge in their chosen subject area.

MODULE: AUDITING

Unit Title	:	Auditing
Ref	:	BALB 4.2
Stage	:	IV
Themes	:	Commercial Environment, Accounting
Credit Points	:	5
Pre-Requisites	:	Organisational Behaviour, Marketing, Financial Accounting, Management Accounting 1 & 2, Human Resource Management, Business Policy 1 & 2, Company Law
Co-Requisites	:	None

Introduction

An audit is an independent examination of the books and accounting records of a business entity, with the aim of establishing whether the financial statements, drawn up from these books and accounting records, give a "true and fair" view of the state of affairs of the business entity.

Having studied this subject the students should;

- have a knowledge of modern auditing techniques
- have the same ability to apply these techniques in practice

- be able to appreciate the legal and general regulatory framework within which the auditors work
- appreciate the role of the auditor in relation to published accounts and audit reports

Syllabus

The Regulatory Framework of Auditing:

Regulatory Environment

- The application of Auditing Standards and Guidelines, (APB)
- Legislation and the auditor; the requirements of Companies Acts, case law, European Directives, Financial Services Act, Recognised Supervisory Bodies
- The Accounting Standards Board – FRS's and SSAP's
- The role of the government in relation to auditing
- Supervision and monitoring of auditors
- The rights, powers and duties of the auditor
- The legal liability of auditors and their professional obligations
- The auditors responsibility for the detection and reporting of fraud

Fundamental principles and concepts

- Historical developments of auditing
- Basic concepts and underlying assumptions of financial auditing
- The application of fundamental auditing principles and concepts
- Audit evidence, documentation, due care, skill and competence
- Audit risk, materiality, judgement, true and fair view
- Notion of accountability, stewardship and agency
- The social concept of an audit and its changing role.

Professional ethics

- Independence, objectivity and integrity
- Confidentiality
- The statutory and ethical considerations, relating to the acceptance and continuance of audit clients
- Terminating professional engagements and factors affecting such decisions
- Preparing, issuing and revising engagement letters.

The Professional Framework of Auditing

Audit Evaluation and Planning

- Establishing the objectives, scope and critical aspects of an audit, developing the audit plan to meet those objectives
- Interim and final audits
- The identification of sources of audit evidence and its relationship to critical audit objectives evaluating the management information systems
- Establishing materiality levels, statistical sampling, and sampling size. Determining the areas of audit risk and the consideration of inherent risk and control risk
- Analysing the consistency of financial and related information by substantive analysis (including analytical review)
- Designing, documenting and re-evaluation of the audit plan.

Nature, Type, Collection and Analysis of Audit Evidence:

- Collecting evidence, judgement formation on issues of value and of fact, evaluating the evidence collected.
- Audit files and working papers
- Identifying and applying sampling techniques
- Recognising mutual co-operation, similarities and differences in the work of the internal and external auditors
- Recognising the needs and limitations of the use of specialists
- Representations by Management
- The small entity audit

The Audit Approach

- Development of and determining the internal control systems and documenting the system – flowcharting/narrative.
- Development and designing the audit programme
- Evaluation and reliance on internal controls, ICQ's and ICE
- Performing compliance tests on the system and evaluating the results
- Applying substantive analysis, substantive sampling and the evaluation of test results
- Responding to potential weaknesses in the system and areas of concern evidenced by substantive tests.
- Auditing in a computerised environment
- Application and general controls
- The use of computer assisted audit techniques
- Testing Management Information System controls
- Review of financial statements
- Evaluating the quality of the audit

Audit Approaches in Specific Profit & Loss Account and Balance Sheet Areas

- Cash and bank, salaries and wages, purchases and Creditors, sales and Debtors, stocks and work-in-progress, fixed Assets and depreciation, investments and related income
- Other assets and liabilities including contingent liabilities
- Statutory books and share capital
- Statutory accounts and financial statements

Reporting Framework

- Evaluating the sufficiency, relevance and reliability of audit evidence
- Reviewing subsequent events, going concern status, management representations and the truth and fairness of financial statements
- Formulating an audit opinion
- Issuing management letters, the principle and practices, reports on internal control systems
- Audit reports, and qualifications
- Responsibility to third parties
- The exception Gap

Internal Controls and Internal Audit

- Principles and Nature of Internal Auditing
- Relationship between external and internal auditing
- Practices of Internal Auditing
- The importance of the Essential Elements of an Accounting System
- Definition and general principles of internal control
- Internal control in a risk environment
- Evaluation of internal control, control objectives and tasks
- Internal control, accounting systems and internal audit
- The various Systems Cycles: Sales, Purchase etc.

MODULE: PLANNING AND ADMINISTRATIVE LAW

Unit Title	:	Planning & Administrative Law
Ref	:	BALB 4.2
Stage	:	IV
Themes	:	Public Law
Credit Points	:	5
Pre-Requisites	:	Constitutional Law 1 & 2, Law of Real Property 1 & 2
Co-Requisites	:	None

Introduction

Planning and Administrative Law comprises two components, which are of great importance in a business and law degree course. The planning law component is of immediate and obvious significance to the business community, particularly as public awareness of planning and environmental issues continues to grow. Equally, an appreciation of the general principles of administrative law is desirable for businesses faced with extensive governmental regulation of their activities. This course therefore seeks to provide students with an understanding of the key concepts and rules in each of these areas.

To this end, the administrative law component will be covered first; the planning law component will then draw on the administrative law concepts already covered, and will demonstrate the application of those concepts in a specific statutory context.

Syllabus

Administrative Law

- The distinction between public and private law; bodies subject to public law functions subject to public law.
- Controlling public law functions; judicial review contrasted with other control mechanisms including the Ombudsman.
- Substantive requirements for decision-making *vires*, rationality, and other requirements.
- Procedural requirements for decision-making; fair procedures and constitutional justice; duty to give reasons; impact of the Freedom of Information Act.
- Judicial review; practice and procedure; grounds on which judicial review is available; remedies available by way of judicial review.

Planning Law

- Introduction and historical background.
- Relation of planning law to other environmental laws (outline).
- The development plan adoption and effect of development plan.
- Control of development definition of development.
- Exempted development.
- Development by public bodies; state authorities; local authorities
- Planning application and appeal process; effect of planning permission.
- Enforcement notices warning the planning injunction.
- Compensation circumstances in which compensation available.

MODULE: INTELLECTUAL PROPERTY LAW

Unit Title	:	Intellectual Property Law
Ref.	:	BALB 4.2
Stage	:	IV
Theme	:	Commercial Environment
Credit Points	:	5
Pre-Requisites	:	Commercial law, Tort I & II, Contract I & II, Equity & Trust law I & II.
Co-Requisites	:	European Union law.

Aims

It is the aim of this module to provide students with an understanding of the principles, substantive rules and practical application of Intellectual Property Law.

Recent Irish legislation is considered in the context of the European Community law, international conventions, treaties and agreements that currently regulate this area of the law.

Syllabus

- Patents: A Brief History and Introduction
- The Irish Patent System and International Conventions
- The Patents Act 1992 – Patent ability
- Patents Act 1992 – Acquisition of Patent Rights
- Patent Act 1992 – Maintenance and Dealings in Patents
- Patents Act 1992 – Infringements and Remedies
- Patents Act 1992 – Revocation and Proceedings before the Controller and Courts
- Patents Act 1992 – Voluntary and Compulsory Licences
- Introduction to Copyright
- The Copyright Term
- Protected Works – Literary and Artistic Works
- Protected Works – Neighbouring Rights, State Copyright, Performers’ Rights

- Infringement of Copyright
- The Protection of Computer Programs as Copyright Works
- Databases
- Ownership and Dealings in Copyright Works
- Syllabus (Cont'd)
- Defences to Copyright Infringement
- Remedies for Copyright Infringement
- Moral Rights
- Industrial Designs
- The Duty of Confidence
- Remedies in Tort
- Introduction to Trade Mark Law
- Irish Trade Mark Law and International Conventions
- Trade Marks Act 1996 – Registration ability
- Trade Marks Act 1996 – Absolute Grounds for Refusal of Registration
- Trade Marks Act 1996 – Relative Grounds for Refusal of Registration
- Trade Marks Act 1996 – Infringement and Remedies
- Trade Marks Act 1996 – Limitations on Rights Conferred
- Trade Marks Act 1996 – Registration Procedure and Ownership
- Trade Marks Act 1996 – Revocation and Invalidity
- Certification and Collective Marks
- The Community Trade Mark

MODULE: Introduction to the Legal System

Module	:	Introduction to the Legal System
Stage	:	I
Theme	:	Principles of Law
Credit Points	:	7.5

Syllabus

Introduction to the Irish Legal System

- The concept of law
- A Common Law system
 - Hierarchy of Courts
 - The Doctrine of Precedent
 - The reasonably accurate and reliable recording of judgments
- Sources of Law
 - Primary Sources
 - Secondary Sources
- The Rule of Law

Historical Development of the Irish Legal System

- The Brehon Law
- The arrival of English law in Ireland
- The Institutions of the State in the UK, 1800 – 1922
- The Free State
- The 1922 Constitution
- The 1937 Constitution

The Courts System, the Judiciary and the Administration of Justice

- The Administration of Justice in Courts
- The Administration of Justice in Public
 - *In Camera* proceedings
- The Irish Courts System – Judicial Composition and Structure
- Courts Officers and Administration
- First Instance Jurisdiction
 - Civil Jurisdiction

- Criminal Jurisdiction
- Civil and Criminal Court Procedure
 - Civil Procedure
 - Criminal Procedure
 - Court Procedures and the rules of Evidence
 - Judge and Jury, An Introduction
- Appellate Jurisdiction
 - Civil Cases
 - Criminal Cases
 - Proposed Reform

The Doctrine of Precedent

- *Stare Decisis*: the basic concept
- *Stare Decisis* in the Irish Courts
- *Ratio Decidendi*
- *Obiter Dictum*

Legislative Interpretation

- The primary approaches
- Interpretive Aids

Enforcement of Judgments

- Execution
- Judgment Mortgages
- Garnishee
- Receiver by way of equitable execution
- Instalment and examination orders
- Attachment and committal
- Miscellaneous
- Legal Costs
- Ethics and the code of conduct

International Law

- International Law as law?
- Sources of International Law
- The creation of inter-state obligations
- Monism and dualism
- The Council of Europe
- The United Nations
- The European Union
- The World Trade Organisation
- Private International Law

Assessment

30% Course Work

70% Exams

MODULE: LEGAL WRITING, RESEARCH AND COMMUNICATIONS

Module	:	Legal Writing, Research and Communications
Stage	:	I
Theme	:	Business Skills
Credit Points	:	7.5

Syllabus

Legal Writing

- Style of writing
- Accuracy
- Relevance and brevity
- Referencing

- Using authorities
 - The importance of understanding audience
 - Grammatical rules
 - Format
 - Plagiarism
- Essays
- Identifying the issues
 - Structure
 - Communicating a Thesis
- Problem questions
- Identifying facts and issues
 - Structuring answers
 - Identifying the audience
- Written argument
- Court briefs
 - Distinction between analysis and advocacy
 - Structuring arguments and facts for persuasiveness
- Legal Research
- Structure of the Legal System
 - Organisation of Legal Publications
 - Introduction to Primary Sources
 - The Constitution; European Union Treaties; legislation; delegated legislation; case-law; administrative rules; international treaties
 - Introduction to Legislation Finding Bills; interpreting legislation; aids to interpretation; explanatory memoranda; annotations to legislation
 - Introduction to Secondary Sources
 - Legal encyclopaedias; textbooks; journals; Law Reform Commission report
 - Caselaw
 - Proper use of citation; finding a case from a citation; reading a case; unreported cases; determining whether a case has been affected by later authority; which reports should be cited
 - Legislation; Reading legislation; determining if legislation has been amended/repealed
 - Introduction to Electronic Research; Internet-based services; CD-ROM based products; sites of particular interest; legal portals on the Internet; effective Internet searching; use of the Irish Statute Book on CD-ROM; the Irish Government web site; the Europa web site.
- Communications
- Communication Principles
- Open Looped Feedback
 - Closed Looped Feedback
 - Communication Strategy
 - Writer/Speaker Strategy
 - Audience Analysis
 - Message Structure
 - Methods of Communication
 - Use of Visuals
- Skills of Communication
- Presentation Skills
 - Assertiveness
 - Listening Skills
 - Influencing Styles
 - Giving and Receiving Feedback
- Communications Systems in a Professional Environment
- Benefits of Effective Communication
 - Communications within the Office and with Institutions
 - Responsibilities for Communication
 - Values for Communication:
 - Two-way
 - Regular
 - Relevant
- Communication in a Legal Setting

- Problem Definition and Analysis
 - Case Presentation
 - Case Record-keeping
 - Moot Court
- Advocacy
- Examination-in-chief
 - Cross Examination
 - Re-Examination
 - Different witnesses and different techniques
 - Child Witnesses
 - Victim Witnesses
 - Expert Witnesses

Assessment

50% Assignments

50% Exam

MODULE: CRIMINAL LAW I

Module : **Criminal Law I**
Stage : **II**
Theme : **Public Law**
Credit Points : **7.5**

Syllabus

Introduction to Criminal Law

- The sources of Criminal Law
- The Purpose of Criminal Law
- 'Crime' defined
- Trial 'in due course of law'
 - The presumption of innocence
 - The right to silence
- Classification of Crime

The Elements of a Crime

- *Actus reus*
 - Omissions
 - Causation
- *Mens rea*
 - Intention
 - Recklessness
 - Strict liability

Complicity

- Doctrine of Innocent Agency
- Doctrine of Common Design
- Accessorial Criminal Liability
 - Accessory before the fact
 - Accessory at the fact
 - Accessory after the fact

Offences Against the Person

- Murder
- Manslaughter
- Infanticide
- Assault-based Offences
 - Assault
 - Assault causing harm
 - Causing serious harm

- Syringe attacks
- Assault with intent

Sexual Offences

- Rape
- Sexual assault
- Unlawful carnal knowledge
- Buggery
- Gross indecency
- Sexual offences against the mentally ill
- Incest
- The conduct of trials for sexual offences
- Delay in prosecuting sexual offences

False Imprisonment

- Child abduction

Offences against property

- Theft
- Making a gain or causing a loss by deception
- Obtaining services by deception
- Making off without payment
- Unlawful use of a computer
- False accounting
- Suppression of documents
- Burglary
- Aggravated burglary
- Robbery
- Possession of certain articles
- Handling and possessing stolen property
- Forgery
- Criminal Damage

MODULE: LAW OF EVIDENCE

Module	:	Law of Evidence
Stage	:	II
Theme	:	Public Law
Credit Points	:	7.5

Syllabus

Introduction

- Types of Evidence
- Relevance
- Admissibility
- Functions of Judge & Jury

Burden and Standard of Proof

- Legal Burden
- Evidential Burden
- Criminal Cases: 'The Golden Thread'
- Exceptions:
 - Insanity
 - Statutory Exceptions
 - Peculiar Knowledge Principle

Illegally Obtained Evidence

- Powers of Search and Seizure
- Search Warrants

- Admissibility of Illegally and Unconstitutionally Obtained Evidence
- Fair Procedure: Arrest/Charge/Trial
- Powers of Detention After Arrest
 - Powers of Garda Siochana in relation to Detained Persons
 - Criminal Justice (Drug Trafficking) Act, 1996 – Detention Provisions
 - Offences Against the State (Amendment) Act, 1998 – Detention Provisions
- Competence and Compellability of Witnesses
- Examination in Chief
 - Cross Examination
 - Hostile Witnesses
 - Competence of Children
 - Physical or Mental Disability
 - Vulnerable/Intimidated Witnesses
 - Accused's Spouse
 - Accused
 - Diplomats
- Corroboration
- Definition
 - Corroboration required as a matter of Law
 - Treason Act, 1939
 - Road Traffic Act, 1961
 - Perjury
 - Corroboration required as a matter of Practice
 - Accomplice
 - Witness Protection Programme
 - Corroboration is Desirable
 - Visual Identification Evidence
 - Corroboration is Discretionary
 - Children's Evidence
 - Sexual Offence Complaints
- The Rule Against Hearsay
- Confessions
 - *Res Gestae*
 - Dying Declarations
 - Other Declarations by Deceased Persons
 - Declaration Against Proprietary Interests
 - Admissibility of documentary evidence
- Opinion Evidence
- The 'Opinion' Rule
 - Admissibility of Expert Evidence
- Similar Fact Evidence
- Admissibility of Evidence of Disposition & Character
- Cross Examination of the Accused under the Criminal Justice Act, 1924
- 'The Shield'
 - Loss of 'the shield'
- Privilege
- Public
 - Private
- Privilege Against Self-Incrimination
- Inferences from Silence
 - Right to Silence

Assessment

30% Assignments

70% Exams

MODULE: CRIMINAL LAW II

Module : **Criminal Law II**
Stage : **II**
Theme : **Public Law**
Credit Points : **7.5**

Syllabus

- Offences Against the Administration of Justice
 - Perjury
 - Contempt of Court
- Offences Against the State
 - Treason
 - Membership of an Unlawful Organisation
 - Recruiting for an Unlawful Organisation
 - Directing an Unlawful Organisation
 - Usurpation of Functions of Government
 - Obstructing Government
- Public Order Offences
 - Intoxication in a Public Place
 - Offensive Conduct in a Public Place
 - Threatening, Abusive or Insulting Behaviour in a Public Place
 - Obscene Displays in a Public Place
 - Affray
 - Violent Disorder
 - Riot
- Defences
 - Lawful Use of Force
 - Lawful use of fatal force
 - Lawful use of non-fatal force
 - Provocation
 - Intoxication
 - Self-induced intoxication
 - Innocent intoxication
 - Insanity
 - Fitness to plead
 - The defence of insanity
 - Reform
 - Automatism
 - Duress
 - Necessity
 - Infancy
 - Mistake
 - Consent
 - Unconstitutionality
- Criminal Practice and Procedure
 - The Courts of Criminal Jurisdiction
 - District Court
 - Circuit Criminal Court
 - Special Criminal Court
 - Central Criminal Court
 - Court of Criminal Appeal
 - Supreme Court
- Arrest and Detention
- Bail
 - District Court
 - High Court
- Summary Trials in the District Court
- Preliminary Examination of Indictable Offences
- Trials on Indictment

Assessment

30% Assignments
70% Exams

MODULE: EMPLOYMENT LAW

Module : **Employment Law**
Stage : **II**
Theme : **Commercial Environment**
Credit Points : **7.5**

Syllabus

Historical & Political Background

The Contract of Employment

- Contract of Service versus Contract for Services.
- Office Holders versus Employees
- Contract Terms – Expressed & Implied
- Restraint of Trade Covenants

Termination of a Contract

- Minimum Notice and Terms of Employment Act 1973
 - Wrongful Dismissal
 - The Unfair Dismissals Acts 1977 to 2001
 - Constructive Dismissal
 - Remedies

The Employment Equality Act 1998

- Discrimination Grounds
- Equal Pay for Like Work
- Harassment

Protective Legislation

- Safety, Health and Welfare in the workplace
- Hours Worked, Holidays, Payment of Wages.
- Age limitations – children and youth workers
 - Part-time worker

Redundancy and Insolvency

- Redundancy Payment Acts
- Collective Redundancies
- Rights and protection of workers in an insolvency situation - E.C. Directive 77/187

Institutions and Officers

- Labour Relations Commission
- Conciliation Service
- Joint Labour Committees
- Labour Court
- Employment Appeals Tribunal
- Equality Officers
- Rights Commissioners

Industrial Relations

- Development of the Trade Union Movement
- The Industrial Relations Act, 1990
 - Strikes
 - Picketing
 - Injunctive Relief

Assessment

30% Assignments
70% Exams

MODULE: FAMILY LAW

Module	:	Family Law
Stage	:	III
Theme	:	Private Law
Credit Points	:	10

Syllabus

Introduction

- The family in history and society
- Definition of family
- The role of law
- The Constitutional implications
- Jurisdiction of the courts
- Conduct of proceedings

Marriage

- The engagement
- Formalities and capacity to marry
- The legal implications of marriage
- Proposals for reform and for the introduction of civil unions

Nullity

- Void and voidable
- Grounds
- Bars to relief
- Consequences of decree

Domestic Violence

- Barring order, Safety order, Interim order
- Grounds for relief
- Spousal and other violence
- Role of Health Boards
- Enforcement of orders

Separation and Divorce

- Historical background
- Grounds for Judicial Separation
- Consequences of a decree
- The Family Law Act, 1995
- Grounds for divorce
- Effect of a decree
- Ancillary Relief
- Recognition of foreign divorces

Maintenance and Matrimonial Property

- The right to maintenance
- Maintenance orders after separation and divorce
- Enforcement of orders
- Property rights during marriage
- Property rights and orders after separation and divorce
- Resolution of disputes between spouses
- Protection of the family home
- Succession rights within families

Guardianship and Custody

- Influence of the Constitution
- Child custody and access disputes
- The welfare principle
- Custody disputes with third parties

Child Law

- Wardship
- Child care and the protection of children
- The rights of children
- Child abduction

- Adoption
- The Family Outside Marriage
- The Constitution
- Parenthood
- Status of Children
- Financial obligations
- Protection from domestic violence
- Proposals for reform

Assessment

30% Assignments

70% Exams

MODULE: CONTRACT LAW: AN INTRODUCTION

Stage	I
Credit Points	8
Theme	Commercial Environment
Assessment Weighting	70% Written Examination 30% Coursework

Introduction

Knowledge of the law of contract is fundamental to any study of law. This module is an introductory module to an area, which will form the basis for the students' further studies on the programme particularly in relation to modules such as Conveyancing & Succession Law in stage two.

Syllabus

- A General Introduction to the Law of Contract
- The Concept of "Agreement"
- The Offer
- Invitation to Treat
- Termination of an Offer
- The Acceptance
- Communication of the Acceptance
- The Doctrine of Consideration
- Intention to Create Legal Relations
- Privity of Contract
- Contract Terms – Conditions and Warranties
- Express Terms
- Implied Terms
- Statue of Frauds (Ireland) Act, 1695
- Capacity to Contract

MODULE: PRINCIPLES OF CONSTITUTIONAL LAW

Stage	I
Credit Points	8
Theme	Public Law
Assessment Weighting :	70% Written Examination 30% Coursework

Introduction

The purpose of this module is to provide an overview of the nature of constitutionalism, Irish Constitutionalism and the provisions of the Constitution. It is not intended to discuss the panoply of case law dealing with individual rights in great detail. This will be referred to in stage II in Constitutional Law and Judicial Review. As will be seen the learning outcomes will require the student to be aware of and

discuss some broad issues under the three headings mentioned above. In the absence of any detailed analysis of judicial review and individual rights the examination will be comprised of a series of theory questions.

Syllabus

- Introduction
- The nature and classification of constitutions
- What a Constitution usually contains
- How to read a constitution
- History of the Constitution in Ireland: 1800 – 1916
- 1st Dáil Constitution of 1919
- The Constitution of 1922
- 1937 Constitution – Articles 1 – 44:
- The Nation and The State
- The President
- The Separation of Powers
- Legislation
- Emergency legislation
- The Government
- Other constitutional organs
- The Courts
- Constitutional Amendments

MODULE: PRINCIPLES OF CRIMINAL LAW

Stage	I
Credit Points	8
Theme	Public Law
Assessment Weighting :	70% Written Examination 30% Coursework

Introduction

Knowledge of the criminal law is essential to any student pursuing a career in the legal field. A substantial portion of the work of any legal practitioner today involves knowledge the criminal law. An understanding of the nature of the criminal code is an imperative requirement of all law students.

Syllabus

- An Introduction to the Criminal Law:
 - The Sources of Criminal Law
 - The Purpose of Criminal Law
- The Elements of a Crime:
 - *Actus Reus*
 - *Mens Rea*
- Complicity:
 - Doctrine of Innocent Agency
 - Doctrine of Common Design
 - Accessorial Criminal Liability
- Offences Against the Person
 - Murder
 - Manslaughter
 - Infanticide
 - Assault-based Offences
- Sexual Offences
 - Rape
 - Sexual Assault
 - Unlawful Carnal Knowledge
 - Buggery

- Gross Indecency
- Offences Against Property
 - Larceny
 - Robbery
 - Burglary
- Defences
 - Lawful use of Force
 - Provocation
 - Intoxication
 - Insanity
 - Automatism
 - Duress
 - Necessity

MODULE: THE LAW OF TORTS: AN INTRODUCTION

Stage	I
Credit Points	8
Theme	Private Law
Assessment Weighting	70% Written Examination 30% Coursework

Introduction

This module is introductory in nature. The essence of this module is one of giving an overview and a context of the law of tort so as to allow students to study the various headings in more detail at stage II. Therefore the learning outcomes are primarily concerned with (a) Knowledge and (b) comprehension. It is not envisaged that students will be able to apply, analyse, or evaluate concepts let alone formulate their own detailed views on the more debateable aspects of the module. Those learning outcomes will form part of the 'Elements of the Law of Torts' at stage II.

Syllabus

- Introduction: Definition of a tort; the function of the law of tort.
- The difference between contract and tort.
- Tort and Constitutional Rights.
- Common law duty and statutory duty.
- Tort and European Law.
- The tort of negligence: An introduction to:-
 - The Duty of Care
 - The standard of Care
 - Causation
 - Remoteness
- Parties to a tortious action:
 - The State
 - Joint tortfeasors and concurrent wrongdoers.
 - Vicarious liability.
- Other aspects of the Tort of Negligence
- The Insurance Industry.
- Statutory and non-statutory compensation schemes: The end of litigation?
- Trespass to the person.
- Trespass to land.

MODULE: PRINCIPLES OF LAND LAW

Stage	I
Credit Points	8
Theme	Private Law

Assessment Weighting : 70% Written Examination
30% Coursework

Introduction

This module is the first of three that the student will encounter during the course. Accordingly, it is introductory in nature, giving students an overview of the origins and meanings of the esoteric language associated with land law, which is vital for understanding the basics of the subject. This module then provides students with knowledge of the basic concepts of land law and its origins. Gaining a background to the historical development of the law as it is today provides students with a knowledge base to underpin further analysis before moving onto the second module of the course.

Syllabus

- Introduction
- The nature of “ownership” and its limitations
- Historical background
 - from pre-12th century Ireland through the introduction of the English Common Law to the confiscation and resettlement of Irish land to the 19th and 20th century reforms.
- Tenure
 - types of tenure;
 - statutory reforms;
 - the influence of the history of tenure on modern estates of land.
- Equity
 - history and development in relation to land law;
 - general principles and maxims;
 - equitable remedies, rights and interests in land.
- Estates
 - freehold – fee simple, fee tail, life estate.
 - leasehold – fixed term lease; tenancy at will; periodic tenancy; tenancy at sufferance.
 - hybrid – fee farm grants; leases for lives.
- Future Interests
 - classification of interests
 - rules against remoteness.
- Settled Land and Trusts
 - powers and duties attached.
 - classification.
- Incorporeal Hereditaments/Servitudes
 - nature and classification;
 - acquisition and extinguishment.
- Co-Ownership
 - classification – joint tenants and tenants in common
 - creation and determination.
- Mortgages
 - creation and discharge
 - rights and powers
 - classification and priorities
- Adverse Possession
 - limitation periods;
 - extinguishment of title;
 - states of mind of the landowner / squatter.
- Covenants
 - running of burdens / benefits at common law/ equity;
 - discharge.
- Registered / Unregistered Land
 - registration of title;

- registration of deeds.
- Matrimonial Property
 - ownership;
 - Family home Protection Act, 1976;
 - informed consent.

MODULE: CIVIL LITIGATION, PROCEDURE & CASE MANAGEMENT

Stage	I
Credit Points	6
Theme	Practical Skills
Assessment Weighting :	50% Written Examination 50% Coursework

Introduction

The purpose of this module is to introduce students to the practicalities of conducting civil litigation in Ireland. To this end, the module aims at appraising students of the essential features of civil litigation, with particular attention paid to the most material court procedures that apply in the area. Although knowledge of these procedures is a prerequisite to any basic understanding of the area, the module will not be limited thereto. In addition, students will be expected to be capable of drafting formal pleadings, adding functional impetus to what is, after all, a subject predominantly concerned with practical matters. This approach should ensure that students not only have an overall understanding of the conduct of civil litigation, but also have the practical skills necessary for employment in this enormously important area. All other stage I modules will be supplementary to this course, the only exception being the Principles of Criminal Law module.

Syllabus

- Initiating a Civil Action
 - Pleadings
 - Service
 - Understanding the Legal Diary
- Procedural Matters
 - The Jurisdictional distinction between District, Circuit & High Court Civil Actions.
 - The functions served by the Master's Court, the High Court Central Office & the County Registrar.
 - The Statute of Limitations and other relevant time considerations
- Interlocutory Applications
 - Discovery
 - Notice for Particulars
 - Interrogatories
 - Lodgements
 - Joining a Co-Defendant
 - Joining a Third Party
- Case Management
 - 'Best practice' case management
 - Case management software

MODULE: ELEMENTS OF CONTRACT LAW

Stage	II
Credit Points	8

Theme	Commercial Environment
Assessment Weighting	70% Written Examination 30% Coursework

Syllabus

Consumer Protection:

- Unfair Contract Terms Regulations
- Sale of Goods and Supply of Services 1980

Exclusion and Limitation Clauses:

- Incorporation
- Interpretation
- Fundamental Breach

Vitiating and Voiding Factors:

- Illegality at Common Law
- Illegality under Statute
- Void Contracts
- Duress
- Undue Influence
- Misrepresentation
- Mistake

Discharge of a Contract:

- Performance
- Breach
- Frustration

Remedies:

- Damages
- Specific Performance
- Rescission

MODULE: CONSTITUTIONAL LAW & JUDICIAL REVIEW

Stage	II
Credit Points	8
Theme	Public Law
Assessment Weighting	30% Coursework 70% Written Examination

Introduction

This module, which appears at Stage II, may be seen as contiguous to the Principles of Constitutional Law in Stage I. Whereas the earlier course centred round more generalised discussions of constitutionalism and the parts of the Irish Constitution dealing with the machinery of the State, this module is more concerned with the source, nature and development of constitutional rights and the vindication of those rights.

Syllabus

- Introduction
 - Review of Principles of Constitutional Law.
 - Distinguish judicial review of administrative action under Article 34
 - Legitimacy of Judicial Review and the Separation of Powers: Judicial Review/anti-majoritarian arguments.
 - Judicial Review in the Irish Constitution.
 - Rules of judicial self-restraint: *locus standi*; ripeness; justiciability.

- Constitutional Interpretation
- Personal rights
 - Rights expressly contained in the Constitution.
 - Un-enumerated rights.
 - Un-enumerated rights and Article 40.3.1°
- Remedies for Breach of Constitutional Rights
 - Comparative Constitutional Law
 - British & Irish Constitutional Law
 - 1922 and 1937 Constitutions
 - U.S. and Irish Constitutional Law
 - The Constitution and the European Union:
 - Third Amendment to the Constitution and Article 29.4.3
 - The Constitutional and union legislation
 - Fundamental rights in European Union Law
 - EU Treaties – International Law or Constitutional Law
- Constitutional change:
 - Transitional amendment
 - Referenda
 - Amendments of the Constitution to date

MODULE: LANDLORD AND TENANT LAW

Stage	II
Credit Points	8
Theme	Private Law
Assessment Weighting	70% Written Examination 30% Coursework

Introduction

This module appears at Stage II of the course and is aimed towards furthering the development of the students' knowledge from the first module of the course. It focuses on the more complex aspect of leases, as dealt with in Stage I in The Principles of Land Law, particularly its distinction from other types of interests, such as licences. It deals with the creation of the relationship of landlord and tenant, its nature and formalities and the effect statutory developments have had on the relationship. The course seeks to provide the student with an ability to identify the landlord and tenant relationship and distinguish it from other forms of relationships between parties on the basis of its obligations and other formalities. In addition, the student should be provided with sufficient expertise to identify, analyse and draft leases and identify reforms needed in the area.

Syllabus

- Introduction
- Development of the law
 - common law;
 - statute;
 - constitutional law.
- Nature of the relationship
 - implications of the relationship;
 - identifying a tenancy;
 - distinguishing a tenancy from other relations such as licences, caretaking relationships, servants etc.
- Categories of Tenancy
- Formalities of the relationship
 - Contracts for leases and tenancies;

- Statutory requirements;
 - Recitals, habendum, parcels etc.
- Other relations
 - Licences;
 - Caretaker;
 - Servant / employee, etc.
- Rent and other outgoings
 - Rent Review and Recovery;
 - Taxes and Charges;
 - Insurance;
 - Service charges.
- Obligations
 - Repairs and Maintenance.
- User
 - Drafting and Construction;
 - Statutory Modification;
 - Alterations and Improvements;
 - Options;
 - Assignment and subletting.
- Determination
 - Notice;
 - Forfeiture;
 - Surrender and Merger;
 - Expiry, Disclaimer, Enlargement and Frustration;
 - Ejectment;
 - Compensation.
- New Tenancies
 - Entitlement;
 - Equities;
 - Exclusions;
 - Restrictions;
 - Procedure;
 - Terms of new tenancy.
- Controlled Dwellings.
 - Criteria;
 - Fixing the terms;
 - Recovery of possession.
- Reversionary Leases and Acquisition of Fee Simple
 - Categories of Lessee;
 - Restrictions;
 - Procedure;
 - Terms.

MODULE:

ELEMENTS OF THE LAW OF TORTS

Stage	II
Credit Points	8
Theme	Private Law
Assessment Weighting	70% Written Examination 30% Coursework

Introduction

This module is more substantial than the module in stage I, which is introductory in nature. The various issues arising under the various headings of the law of tort will be discussed in more detail. Therefore the learning outcomes will be more expansive than those applicable to the introductory course, namely (a) knowledge (b) comprehension (c) application (d) analysis and (e) evaluation. The examination paper will

also reflect this in both the theory and practical problem questions. The introductory course will be useful here in that the lecturer may refer back to the basic principles gleaned from that course.

Syllabus

- Introduction: A summary of the issues discussed at Stage I:
 - Definition of a tort;
 - The function of the law of tort;
 - The difference between contract and tort;
 - Tort and Constitutional Rights;
 - Common law duty and statutory duty;
 - Tort and European Union Law.
- The tort of negligence: A critical analysis of concepts such as:
 - The Duty of Care
 - The standard of Care
 - Causation
 - Remoteness
 - Joint tortfeasors and concurrent wrongdoers.
 - Vicarious liability.
 - Proof of negligence
 - Negligence and economic loss
 - Negligently Inflicted Psychiatric Damage
 - Professional Negligence
 - Defences
- Manufacturer's and Producers' liability for defective products.
- Occupiers' liability
- Employers' Liability
- Nuisance
- Defamation

MODULE: THE LAW OF EQUITY

Stage	II
Credit Points	8
Theme	Principles of Law
Assessment Weighting	30% Coursework 70% Examination

Syllabus

- Introduction
- Historical Introduction
- Meaning and Scope of Equity
- The Maxims of Equity
- The Nature of Equitable Interests and Priorities
- Equitable Doctrines
- Notice
- Estoppel
- Fraud, Undue Influence and Unconscionable Bargains
- Equitable Remedies
- The Injunction
- Specific Performance
- Rescission
- Rectification
- Introduction to Tracing
- The concept of the trust:
 - Secret Trusts
 - Resulting Trusts
 - Constructive Trusts

- Purpose Trusts
- Charitable Trusts

MODULE: CONVEYANCING

Stage	II
Credit Points	8
Theme	Practical Skills
Assessment Weighting	40% Coursework 60% Written Examination

Introduction

This subject appears in Semester II at Stage III. Students will be in the latter part of Stage II and will therefore be able to deal adequately with the unique fusion of theory and practical application involved in this module. This course should be enjoyable for students as many of the topics will be familiar to them.

Syllabus

- Introduction: Nature of Conveyancing
- Registered Land & the Land Registry
- Unregistered Land & the Registry of Deeds
- Sale by Private Treaty/Sale by Auction
- Caveat Emptor
- Pre-contract enquiries
- Formation of the Contract
- Conditional Contracts
- Contents of the Contract
- Conditions of Sale
- Position of Parties pending Completion
- Remedies for the Enforcement of the Contract
- Deduction of Title
- Investigation of Title & Searches
- Requisitions on Title
- Drafting and Construction of Deeds
- Form and Contents of Deeds
- Documents for Particular Transactions
- Completing Transactions
- Post completion remedies.

MODULE: CRIMINAL LAW: PRACTICE & PROCEDURE

Stage	II
Credit Points	6
Theme	Practical Skills
Assessment Weighting	50% Written Examination 50% Coursework

Syllabus

- Offences & Jurisdiction
 - Summary Offences (with particular emphasis on the Road Traffic Act, 1961 (as amended))
 - Indictable Offences
 - Offences dealt with in the Special Criminal Court
- Criminal Appeals Procedure
 - Appeals to the Court of Criminal Appeal, the Central Criminal Court & the Circuit Court
 - Grounds of Appeal
 - Time Limits

- Case-Statement Procedure
- Summons, Arrest & Detention
 - Summons
 - Arrest
 - a) With warrant
 - b) Without warrant
 - Record of Arrest Right to Consult a Solicitor
 - Questioning
 - Searches
 - Fingerprinting
 - Foreign Nationals
 - Charge sheets
- Remand & Bail
 - Remand In custody
 - Remand In custody
 - Procedure for Application of Bail
 - a) Grounds upon which bail may be granted or refused
 - b) Independent sureties
- Preparing the Book of Evidence
 - Contents of the Book of Evidence
 - Serving the Book of Evidence
 - S.9A of the Criminal Law Act (1999)
 - The taking of depositions
 - Legal Aid
 - Witness Orders & Summons
- Trial on Indictment
 - Drafting the Indictment
 - The Arraignment
 - a) Pleas in Bar
 - b) Nolle Prosequi
 - c) Applications for Separate Trials
 - Jury selection
 - The role and function of Counsel

MODULE: THE LAW OF TRUSTS

Stage	III
Credit Points	8
Theme	Principles of Law
Assessment Weighting	70% Written Examination 30% Coursework

Introduction

This module appears at semester II in stage III of the course. Not only will students be armed with experience from two previous stages they will be equipped with an introduction to the law of equity and the concept of the trust from semester I Stage III. In this part of the course students will be required to (a) understand and (b) articulate the various manifestations of the concept of the trust as well as the practical rules applicable. This area involves a high degree of difficulty and therefore it would not be requirement that the student will be able to apply, analyse, or evaluate concepts save for one or two instances set out in the learning outcomes let alone formulate their own detailed views on the more debateable aspects of the module.

Syllabus

- Introduction
- The Historical Development of the Trust
- Comparison with other legal concepts

- The Creation of an Express Trust
- The Three Certainties
- Complete Constitution
- Formal Requirements
- Particular Forms of Trust
- Secret and Half Secret Trusts
- Charitable Trusts and the Cy-pres Doctrine
- Purpose Trusts
- Resulting/Implies Trusts
- Constructive Trusts
- Trusteeship
- Trustees powers
- Duties on appointment
- Duty to invest
- Duty to distribute
- Duty to keep account and provide information
- Duty not to profit from the trust
- Duty not to delegate
- Breach of Trust Remedies
- Personal Liability of Trustee.

MODULE: SUCCESSION LAW

Stage:	III
Credit Points:	6
Theme:	Private Law
Assessment Weighting:	30% Coursework 70% Written Examination

Introduction

This module is quite specialist and the students previous studies of Land Law will prove most beneficial when examining this module. Adequate knowledge of this area is most important to the legal practitioner as the death of any citizen raises certain complex legal issues regarding rights of ownership etc.

Syllabus

- Historical development of succession law.
- Continuous ownership of land.
- The Formal Requirements for the Creation of a Valid Will
- Construction of wills.
- Revoking a will
- Testamentary Capacity
- The Probate Office and Grants of Probate
- Rules of intestacy.& Letters of Administration
- Restrictions on Freedom of Testamentary Dispositions.
- Appointment, Powers & Duties of Personal Representatives
- Practice & Procedure of the Administration of Estates

MODULE: FORENSIC ACCOUNTING

Stage	:III
Theme	:Private Law
Credit Points	:8
Assessment Weighting	70% Written Examination 30% Coursework

INTRODUCTION

This module provides students with an understanding of Forensic Accounting. It does this, firstly, by explaining what forensic accounting is. Secondly, it recognises the two broad categories of forensic accounting (namely Investigative Accounting and Litigation Support) and examines these categories in detail. This module provides students with a knowledge of the role of forensic accountants and the work that they carry out; including an understanding of, and ability to deal with accounting technicalities and other considerations underlying the financial calculations that they perform.

SYLLABUS

- Introduction to forensic accounting:
 - What is forensic accounting?
 - Reasons for growth in forensic accounting.
 - Types of forensic accounting.
 - Forensic accounting calculations.
 - Procedural aspects of forensic accounting.
 - Skills required of forensic accountants.

Fraud:

- Introduction to fraud.
- Definitions of fraud.
- Legal perspectives on fraud.
- Causes and categories of fraud.
- Effects of and methods of fraud.
- Difficulties in proving fraud.

Accountants, Auditors and Fraud:

- Role of accountants in the prevention of fraud.
- Role of accountants in the detection of fraud.
- Role of auditors in the detection of fraud.

Forensic Accounting Investigations:

- Introduction to procedures involved in forensic accounting investigations.
- Starting, planning, structuring and resourcing the investigation.
- Gathering evidence and interviewing witnesses.
- Tracing and recovery of assets.
- Reporting results.

Accounting Expertise in Litigation and Dispute Resolution:

- The role of experts generally in litigation and dispute resolution.
- Role of the forensic accountant as an expert witness in litigation and dispute resolution.
- Duties and responsibilities of forensic accountants as experts.

Civil Litigation:

- Examining various categories, including personal injury, employment law and matrimonial disputes
 - Exploring the legal context, role of forensic accountants, and types of accounting calculations involved in the above areas.
- Examining various types of commercial litigation including breach of contract, breach of warranty, product liability, insurance losses and claims

Criminal Litigation:

- Examining various types of criminal offences under Irish law generally and under company law
 - The role of the forensic accountant in relation to these offences.

Forensic Accounting Calculations:

- The Law on Damages:
 - Calculating Personal Injury Damages

Calculating Commercial Damages
Valuing Businesses
Interest, Discount and the Time Value of Money

The Role of Forensic Accountants:

Taxation
Accountant's Liability
Company Investigations and Tribunals of Inquiry.
Alternative Dispute Resolution

MODULE: LEGAL DRAFTING

Stage	III
Credit Points	6
Theme	Practical Skills
Assessment Weighting	100% Coursework

INTRODUCTION

This course provides students with the ability to put together basic legal documents. It covers the skills involved in taking instructions, drafting and reviewing documents, and identifying ambiguities, gaps and potential difficulties. Simple contracts and wills are used to illustrate these skills, but the principles involved will be equally applicable to any other documents students will later deal with.

SYLLABUS

INTRODUCTION TO LEGAL DRAFTING

- The function of drafting: reflecting and implementing client wishes and governing future legal rights and obligations
- Using plain English
 - The origins of the "Plain English Campaign"
 - Judicial criticisms of obscure language
 - Identifying the audience for a document
 - Simplifying the structure and language of a document
 - Enhancing readability
 1. Active v. passive voice
 2. Sentence and paragraph usage
 3. Vocabulary
 - "Legalese": the need for specialist legal terminology and situations where it can or should be replaced with everyday language
 - Benefits of plain English, including statutory compliance
 - Situations where "traditional" legal language will still be preferable
- Rules of interpretation used by the courts: *contra proferentem*, *expressio unius est exclusio alterius* and other considerations which shape legal documents
 - Identifying and deciphering the rules of interpretation
 - Working around them
- Use of Precedents
 - Sourcing precedents: formbooks and encyclopaedias
 - Revising precedents and adapting them to particular situations
 - Dangers of uncritical use of precedents
 - Standard forms v. once-off transactions
 - English precedents in an Irish context

TAKING INSTRUCTIONS AND DRAFTING GENERALLY

- Identifying those documents which may have legal effect and which may require legal input: orders, invoices, notices and other documents
- Identifying and obtaining the information required in particular situations
 - Use of checklists where appropriate
 - Ensuring that all necessary information is present prior to drafting (including identification of gaps or ambiguities in instructions)
- Identifying the appropriate document format for a particular situation
 - Recognising and dealing with Statute of Frauds and similar issues
 - What degree of formality is necessary?
- Preambles and Recitals: value and drafting
- Identifying the appropriate parties to a document
 - Awareness of capacity issues: companies, partnerships, agency, individuals and authority generally
- Are all issues arising in the transaction covered?
 - “What if” exercises: does the document as drafted cover all eventualities, even those now regarded as improbable?
 - Is the document sufficiently specific and definitive, or is it “a contract to make a contract” which may be so vague as to be unenforceable?
 - Are any oversights covered by implied terms? If so, are those implied terms acceptable?
 - Ensuring all parts of the document make sense when read together. Any internal contradictions must be resolved.
 - Amendment of documents: If one portion of a document has been revised, have other portions been amended as necessary to reflect that revision?
- Enforcement issues
 - Does the document provide for enforcement where one party fails to live up to its responsibilities under the document?
 - Does the document maximise the remedies available to your client in the event of breach by the other party?
 - Does the document specify what legal obligations will continue in place between the parties even after termination?
- Tracking of changes: is a system in place to allow all parties to track amendments to the document during negotiations? Importance of tracking.

DRAFTING OF SIMPLE CONTRACTS (INCLUDING SALE OF GOODS AND SUPPLY OF SERVICES): ISSUES ARISING

- Limitation and exclusion clauses
 - Drafting generally
 - The *Contra Proferentem* Rule
 - The effects of the Unfair Contract Terms Regulations, 1995 and s. 40 of the Sale of Goods and Supply of Services Act, 1980 on exclusion and limitation clauses
- Importance of “Boilerplate” provisions: an introduction to non-substantive provisions such as:
 - choice of law / venue
 - notice
 - arbitration
 - assignments
 - non-disclosure clauses
 - entire agreement clauses
 - severability
 - modification
 - events on termination
- Sale of Goods and Supply of Services
 - Terms implied into such contracts under statute
 - The extent to which parties can modify or exclude such terms
- Statute of Frauds and other formal requirements

- Is the contract one which must be signed or which otherwise requires some formalities to be observed? E.g. Consumer Credit Act, 1995, Package Holidays and Travel Trade Act, 1995
- Contracts: examples of effective drafting
- What not to do: examples of contracts pregnant with problems

DRAFTING OF WILLS: ISSUES ARISING

- Precedent wills
- Capacity to make wills: awareness of potential difficulties
- Checklists for the testator interview and the will itself
- Common pitfalls and how to avoid them:
 - Use of the term “issue”
 - Ademption and similar problems
 - Gifts to a class
 - Lapsing of gifts
 - Foreign properties
 - Failure to appoint executors
 - Partial intestacy
- The one-page will: examples of effective drafting
- What not to do: examples of poorly drafted wills giving rise to litigation

Tourism and Hospitality Management Modules

MODULE: INTRODUCTION TO INTERNATIONAL HOSPITALITY MANAGEMENT

Unit Title:	Introduction to International Hospitality Management
Stage:	1
Semester:	A1
Themes:	Business Environment
Credit Points:	6

INTRODUCTION

The varied forms and complex nature of International Hospitality Management are presented in this module. Students are introduced to the basic structure and functioning of hospitality service organisations. The module is presented in the context of the international organisation environment and aims to help the student understand the dynamics of the global hospitality industry.

AIMS

- To examine the diverse nature of international hospitality management by building on a range of related modules and on the students' experience of industry.
- To allow students to develop an understanding of the structure of the international hospitality industry.
- To explore wider issues of internationalisation, globalisation and cultural change.

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Describe how businesses in the international hospitality industry are affected by changes in legislation, economics, competition, entry barriers, etc. and the resultant strategic impact on business.
- Explain the composition, size and growth of international tourism and lodging.
- Identify the factors affecting international hospitality service industry expansion.
- Summarise the problems and concerns associated with multi-national operations.
- Identify the positive effects of cultural diversity in the workplace and to describe how the considerations it raises are best managed.

SYLLABUS

Overview and Historic Perspective

- Globalisation, tourism and the lodging sector.
- The emergence and structure of international hospitality services
- Political aspects impacting on international hospitality services

International Hospitality Service Investment, Development and Agreements

- Financing international hospitality services
- The decision to go global
- Developing an international project for hospitality services
- International contracts and agreements

Human Resources and Cultural Diversity

- Understanding cultural diversity within international hospitality services
- Selecting and preparing people for the delivery of international hospitality services
- Managing international human resources

International Hospitality Service Operations

- Special considerations in managing international hospitality operations
- International classification and standards of international service operations

Global Competition and the Future

- The trends in global competition
- The international hospitality industry in the 21st Century

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

The module will be delivered by means of formal and participative lectures to impart basic knowledge and understanding of the material. Students will have the opportunity to demonstrate practical skills within small tutorial groups, mainly through discussions, class exercises and feed back sessions. Course notes will supplement assessment and evaluative skills on specific issues that may require closer examination, analysis and research. Guest speakers will also be invited to present an industry perspective, while videos and site visits may also be used to provide wider practical coverage of the subject area. Emphasis will be placed on directed learning and coursework would be typically set for completion on an individual basis. Students will be directed and supervised during the completion of their coursework. Regular feedback will provide guidance and support.

INTEGRATION & LINKAGE

This module perhaps more than any other on the degree programme, highlights the global nature of hospitality industry. The module is designed to introduce students to the international aspect of management within the service industry. The module interlinks with other key subject areas in Stage One of the programme such as Organisational Behaviour, Economics, Marketing and Financial Accounting, on successful completion of the International Hospitality Management module students will have a solid foundation to build on when they study Human and Resource Management, Supply Chain Management, Accommodation and Facilities Management and Food & Beverage Management in Stage Two of the programme.

ASSESSMENT

Knowledge, understanding, analysis and transferable skills are tested through course work which will account for 40% of the assessment marks and consist of a Case Study Analysis completed individually. Students may also be assessed on class exercises such as analysis of videos or site visits. An unseen written examination will also be held on module completion accounting for 60% of assessment marks.

Exam – 60%

Commentary questions – to demonstrate factual / conceptual knowledge and usage of appropriate terminology in relation to IHM

Commentary discussion style questions - evaluation and discussion of information

Discursive questions – to demonstrate knowledge of the how cultural diversity is managed
 Analytical – demonstrating ability to interpret and present information, identify problems /solutions

Course work – 40%

Assignment – Case Study analysis working independently under supervision to demonstrate factual / conceptual knowledge, selection and presentation of information

READING LIST

Title	Author	Publisher	Year
Essential			
Tourism and Hospitality in the 21 st Century	Medik, S & Lockwood, A	Butterworth-Heinemann	2001
Recommended			
Tourism, Principles & Practice, 2 nd edition	Cooper, C, Fletcher, J, Gilbert, D, Wanhill, S	Longman	2000
Tourism Planning, Policies, Processes, and Relationships	Hall, CM	Prentice Hall	2000
Tourism Geography	Williams, S	Routledge	1998

MODULE: ECONOMICS

Unit Title: Economics
 Semester: A1
 Stage: 1
 Themes: Business Environment
 Credit Points: 6

INTRODUCTION

Given that many resources are scarce and services cannot be stored, this module gives students an insight to economics in terms of how choices must be made and how limited resources are allocated. Microeconomics looks at individuals, firms and governments and analyses how each make these choices. It is important therefore, that students are exposed to the issues raised in Microeconomics so that they have a clear perspective on the interrelationship between the various sectors of society. Macroeconomics is concerned with the study of the economy as a whole and deals with topics such as the growth in the economy, the level of unemployment, inflation rates, interest rates and the business cycle. The module exposes students to the various theories and models of economics and helps them to develop analytical skills, which are crucial in the international hospitality industry.

AIMS

To provide students with an introductory insight into:

- the fundamental concepts and principles of economics and to identify economic issues and problems in the environment
- the various economics frameworks and models
- Government decisions on taxes, pricing policies of firms and Government regulations
- supply and demand factors that influence the hospitality industry and their markets
- international trade and the economic mechanisms employed to control and facilitate it

LEARNING OUTCOMES

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

- Explain the key economic issues such as opportunity cost, the functioning of free market, command and mixed economies and the difference between micro and macro economics
- Describe and interpret the basic theory of consumer behaviour and demand including the concept of utility, the distinction between Giffen, inferior and normal goods, the distinction between substitute and complementary goods, the difference between individual and market demand, and the notion and measurement of elasticity (own price, cross and income elasticity)
- Explain the theory of supply from a fundamental understanding of costs and the difference between the short-run and the long run, differentiate between fixed, sunk and variable costs, derive marginal and average and total costs, understand the nature and relevance of economies and dis-economies of scale and the concept of elasticity of supply
- Describe the application of supply and demand analysis to the working of markets both in equilibrium and dis-equilibrium, including examination of the effects of price restrictions, quotas, subsidies and taxation

SYLLABUS

The Nature and Scope of Economics

- Economics as a Social Science
- Resources, Scarcity and Choice

How Economic Markets Work

- Demand and supply (consumer/producer)
- Equilibrium and the price mechanism
- Own price, cross price, income elasticity of demand,
- Elasticity of supply
- The relationship between elasticity of demand and total revenue
- Government intervention in the Market

Household Choices

- Utility and demand
- Possibilities, Preferences and Choices

Theory of the Firm

- Costs of production
- Profit and the Goals of a Firm
- Problems with the traditional theories of management models
- Alternative maximising theories

Market Structures

- Competition
- Monopoly
- Monopolistic competition and oligopoly

Factor Markets and the Distribution of Income

- Factors of Production and their Rewards
- Capital Markets
- Labour Markets
- Distribution of Income and Wealth

Government Regulation of the Market Economy

- Competition and the role of the government
- Regulation and who pays
- Problems with regulation

Factor Markets and the Distribution of Income

- Factors of production and their rewards
- Capital markets.
- Labour markets
- Distribution of income and wealth

How the Macro Economy Works

- Measuring the creation of economic wealth
- Measuring GDP, Government Objectives, Growth and Balance of Payment equilibrium
- The circular flow of income
- National income statistics
- Aggregate demand and aggregate supply
- Investment and the business cycle

Money and Interest Rates

- The role of money in the economy
- Equilibrium in the money market
- The role of the Central Bank

The Foreign Exchange Market and Exchange Rates

- The Balance of Payments
- The Exchange Rate
- The European Dimension
- The European Central Bank and Economic Policy in EMU
- The design of the ECB
- Monetary Policy in EMU
- Fiscal Policy in EMU

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

The module will be delivered by means of formal and participative lectures, guest speakers, study of approved texts, and class discussion on related topics and current issues. Tutorials and group discussions will also be extensively used to ensure student participation and performance

These will be supplemented by course notes on specific issues that may require closer examination, analysis and research. Students will also be given work to carry out in class. A directed assignment involving a Case Study Analysis to be carried out on an individual basis will be required. Students will be advised how to undertake the analysis both in terms of the research and the presentation format involved and will be directed and supervised during the completion of their coursework. Regular feedback will provide guidance and support.

INTEGRATION & LINKAGE

This module highlights the impact of the economy on the international hospitality industry. The module is designed to introduce students to key aspects of economic theories and models in terms of how they apply to the hospitality industry. In essence, this module helps to build on what students have learned in other modules such as Operations, Financial Accounting, and prepares them for Economics and the European Union in the second stage of the programme and indeed Business Policy in the Third and Final stage of the programme.

ASSESSMENT

Knowledge, understanding, practical and transferable skills will be tested through course work which will account for 30% of the assessment marks and consist of a case study / individual based assignment. An unseen written examination will also be held on module completion accounting for 70% of assessment marks.

Exam - 70%

Problem questions to identify and interpret principles and theories of economics

Commentary questions – demonstrating factual / conceptual knowledge and usage of appropriate terminology

Hypothetical questions – identify and analyse facts and major theories / concepts

Course Work – 30%

Case Study Analysis – evidence of managing data, time, independent research, problem solving and presentation of material

READING LIST

Title	Author	Publisher	Year
Essential Reading			
Economics	Parkin, Powell	Prentice Hall	2000
Principles of Economics	Turley and Maloney	Macmillan	2001
Economics for Business	McAleese, D	Prentice Hall	1997
Recommended			
Economics Workbook	Sloman & Sutcliff	Prentice Hall	2000
The Economy of Ireland	O'Hagan	Gill and Macmillan	1999

MODULE: FINANCIAL ACCOUNTING

Unit Title:	Financial Accounting
Semester:	A1
Stage:	1
Theme:	Financial Management
Credit Points:	6

INTRODUCTION

Knowledge of financial accounting is a pre-requisite for all students seeking to understand the dynamics underpinning business transactions. This module introduces students to basic theoretical and practical accounting principles and concepts, so that they can apply them to business entities. This key module is designed to ensure students understand the importance of financial and accounting principles and can relate them to their experience of managing cash and other financial transactions.

AIMS

- To provide a clear understanding of the importance of financial information in terms of identifying an organisations financial operation.
- To provide a basic knowledge of the generation and use of financial accounting information.
- To ensure students analyse and interpret financial statements.
- To ensure students fully appreciate the reporting of financial and non-financial information.

LEARNING OUTCOMES

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

- Describe the accounting process and the role that accountants play in collecting and presenting financial information.
- Define the major classifications of accounts; describe specific accounts found within each classification with accuracy and clarity.
- Understand the correct application of debits and credits by analysing business transactions for a variety of accounting situations.
- Discuss the basis of the double-entry accounting system and identify the normal balances of the various types of accounts.
- Identify and interpret the principal financial instruments/statements.
- Identify and describe commonly used depreciation methods.
- Explain ratio analysis and the purpose it serves for managers, investors & creditors

SYLLABUS

Introduction to Accounting

- Accounting Defined
- The accounting function, bases and policies and their application to recording of transactions and drafting of accounting statements
- Theory of double entry and underlying assumptions
- The Accounting Equation
- Asset valuation alternatives, historical cost, replacement cost, net realisable value and economic value
- Sources & Application of Funds
- Effects of changing price levels

Accounting Records, Procedures and Systems

- Range and scope of financial statements
- Concepts and conventions of financial statements
- Computer systems and applications
- Books of Prime Entry:-
 - Control Accounts
 - Journals
 - Personal Ledgers
 - Nominal Ledgers
 - Accounting for Accruals, Prepayment and Adjustment
 - Trial Balance and Preparation of Final Accounts

Accounting for Stock, Analysis & Interpretation of Financial Statements

- Accounting for Stock, Fixed Assets and Depreciation
- Capital and Revenue Expenditure, Bad Debts, Bad Debt Provision
- Reserves and Provisions
- Bank Reconciliation, Accounting for PAYE & VAT
- Balance Sheets
- Profit & Loss
- Ratio Analysis
- Liquidity, Solvency, Activity and Operating Ratios
- Departmental Statements

Financial Reporting for Different Entities and Awareness of Current Developments

- Understanding applications of accounting standards for grants, extraordinary and exceptional items of tax, stock, depreciations, research and development, cash-flow statements

Objectives, Analysis and Interpretation of Financial Statements

- Definitions, application and interpretation of basic financial ratios
- Significance and limitations of financial ratios
- Limitations of historical cost reporting
- Characteristics of useful information, problems associated with its production

WORKLOAD

Contact:	45 hours
Directed Learning:	30 hours
Independent Learning Time:	45 hours

Total: 120 hours

TEACHING & LEARNING METHODS

This module will be delivered by means of formal and participative lectures to ensure students acquire the necessary knowledge and understanding of the course material. Small group tutorials will also be used to develop practical and transferable skills through class exercises and feedback to ensure students are familiar with this computational subject and can practically demonstrate basic accounting techniques and practices. Students will be required to complete a directed assignment involving, for example the interpretation of major financial statements, including balance sheets and profit and loss accounts. They will be advised how to undertake the assignment and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

Financial accounting is arguably one of the key subjects that provide the acid test of the academic integrity of a business degree course. Knowledge of financial accounting is a pre-requisite for all

students seeking to understand business dynamics. The module is of fundamental importance in terms of how students develop critical analysis and practical application techniques in Stage II and III of the programme.

ASSESSMENT

Knowledge, analysis, practical and problem solving skills will be tested through coursework which will account for 30% of the assessment marks and consist of a simulated individual assignment to demonstrate a practical application of accounting techniques. An unseen written examination will also be held on module completion accounting for 70% of assessment marks.

Exam – 70%

Commentary style questions – to demonstrate knowledge and comprehension

Problem solving questions to demonstrate factual / conceptual knowledge

Hypothetical questions – analysis of facts – problem solving and application of information / accounting practices

Problem solving – interpretation and evaluation – practical application to demonstrate understanding of complex subject matter

Commentary questions – discussion of facts / concepts

Hypothetical questions / evaluation and interpretation of figures / facts identifying problems and propose solutions

Course Work – 30%

Individual assignment – to demonstrate interpretative skills, practical skills, problem solving and presentation skills e.g. Interpret major financial statements, including balance sheets and profit and loss accounts

READING LIST

Title	Author	Publisher	Year
Essential			
Financial Accounting	Britton, A & Waterson, C	Longman	1999
Accounting for Business Executives	Letza, SR	CRICR	
Recommended			
Business Accounting, Vol.2	Wood, F	Pitman	2002
Accounting and Finance: a Firm Foundation, 5 th Edition	Pizzey, AV. Cassell	Cassell	2001
Accounting Theory and Practice, 7 th Edition	Glautier, MWE & Underdown, B	Pitman	2001
Concise Guide to Interpreting Accounts	Blake, J	Van Nostrand	1989
Financial Accounting and Reporting, 6 th Edition	Elliot, B, & Elliot, J	Prentice Hall	2002

MODULE: QUANTITATIVE METHODS

Unit Title:	Quantitative Methods
Semester:	A1
Stage:	1
Theme:	Personal Development Skills
Credit Points:	6

INTRODUCTION

This module is designed to provide students with the necessary skills to analyse and manipulate numerical business information as a basis for informed decision making.

AIMS

- To demonstrate the widespread applicability of mathematics and statistics as a basis for decision making in a range of business disciplines (e.g. finance, production, marketing, etc.)
- To provide students with the core mathematical skills necessary to support their accurate manipulation and interpretation of numerical data
- To present students with a range of mathematical skills relevant to the business and to the hospitality industry in particular
- To develop the students' confidence in the application of mathematics so that they can readily apply such analysis to support them in their analysis of business information.

LEARNING OUTCOMES

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

- Recognise the importance of mathematics and its analytical procedures to the proper functioning of business
- Demonstrate essential analytical skills to support an accurate and rigorous approach to decision making.
- Demonstrate the necessary skills to correctly analyse a range of business related numerical information as a basis for informed decision making.

SYLLABUS

Revision:

- Usefulness of simple data analysis (value, ratios, trends)
- Basis statistical terms (mean, mode, median)
- Relevance of Graphs: Cost functions, break even analysis
- Basic Trigonometry
- Presenting Data Graphically
-

Financial Applications:

- Investments: Applying Interest
- Net Present Values / Internal Rates of Return
- Handling annuities: loans / mortgages

Production

- Calculus: maximising profit / minimising losses
- Economic order quantity
- Safety Stocks and Reorder Levels
- Graphics: Resource Constraints
- Linear Programming: Yield Management

Handling Uncertainty.

- Simple decision trees, drawing tree diagrams
- Identification of optimal decisions using expected values
- The value of reducing uncertainty

Forecasting: Spotting Trends

- Graphical representations
- Correlation and regression
- Application of least squares linear regression equation
- Time series analysis
- Exponential smoothing

Statistics

- Frequency curves / distributions
- The normal curve
- The Binomial distribution
- The Poisson distribution
- Applications in Business

Statistical Inferences

- The Standard Error
- One and two tailed tests
- The Chi squared test
- Applications in Business

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

This module is taught by means of formal and participative lectures, which present a range of graded examples allowing student interaction and questioning. Lectures are supplemented by group tutorials where students are given questions along with solutions to assist them to practice and develop the techniques themselves. Tutorials are also used to assess the candidates' assimilation of the material, allowing for additional tutor input and support where appropriate. Typically, coursework would require completion of a practical assignment involving actual business data and would be carried out individually. Students will be advised how to undertake the assignment and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

The module serves to give candidates the necessary mathematical skills to correctly analyse and interpret a range of business data. The skills once learnt will serve the candidates well, not only in subsequent related modules in Management Accounting and Financial Management, but in all programme modules and in their subsequent careers.

Assessment

Coursework will account for 50% of the assessment marks and require students to analyse and interpret a range of numerically and statistically based business situations (e.g. financial reports, market reports, sales, production variance reports, etc). These exercises would be presented for completion in tutorials. Other coursework would involve a practical assignment based on actual business data. A final closed book examination will also be held on module completion accounting for 50% of the marks.

Exam – 60%

Hypothetical questions – commentary, discussion and analysis

Sample questions across a diverse range of business disciplines – commentary, discussion and analysis

Course Work – 40%

Assignment– based on actual business data (e.g. published reports, market survey data, etc.) for home solution

Time constrained, class / tutorial based questions – followed by supportive commentary, discussion and analysis

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
Essential			
Quantitative Approaches in Business Studies	Clare Morris	Prentice Hall	2000
Essential Elements of Quantitative Methods	Les Oakshott	DPP Publications	1997
Quantitative Techniques	T.Lucey	DPP Publications	1996
Understanding Statistics and its applications in Business	James Reilly	Folens	1997

MODULE: INFORMATION TECHNOLOGY

Unit Title:	Information Technology
Semester:	A1
Stage:	1
Theme:	Information Technology Management
Credit Points:	6

INTRODUCTION

This module aims to ensure that students appreciate the central role of information in the international hospitality industry. It aims to give them a thorough understanding of the technology such that they are able to identify appropriate applications and make informed decisions. Students will be introduced to the PC environment, giving them the confidence and ability to manipulate software packages in this environment

AIMS

- To provide students with an insight into the core concepts of information systems
- To give students the opportunity to examine the use and benefits of emerging technologies and their application in the international hospitality industry
- To ensure all students have sufficient practical computer skills to facilitate their study and project work in all modules of the degree programme

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Demonstrate the essential analytical skills to support an accurate and rigorous approach to decision making.
- Appreciate the basic management of operations.
- Construct management information from data to help solve problems.
- Identify and describe the features of the office components necessary for a complete computer system.
- Demonstrate awareness of the basic concepts involved in Information Technology and its application in the decision making process and in planning and controlling company resources.

SYLLABUS

Theory

- Information Technology, The basic concepts
- Evolution of computers
- Types of Computers
- Components of a computer
- Data, Information & Knowledge
- Modern Computer Systems

Hardware

- Input, Output
- Units of Data Storage
- RAM, ROM
- Performance Characteristics
- Storage, Memory Devices

Software

- Operating Systems
- Application Software
- GUI
- Systems Development

Data Communication

- Information Networks
- Topology
- Telecommunications Devices
- The Internet
- Services on the Internet
- E-mail
- E-Commerce

Information Technology & The Hospitality Industry

- Office Systems
- Office Automation
- Financial Applications
- Accounting Systems
- Databases
- Management Information Systems
- Industrial Systems
- Data Processing

Software Applications Word-processing

- Editing, layout, presentation
- Spreadsheets
- Use of formulae, data manipulation,
- Graphical representation of data, sensitivity analysis

Databases

- File creation, file linking, file updating and interrogation
- Operating Systems
- Data Protection
- Computer Viruses

E-Application Development

- Web Site Development
- Introduction to Web page development
- Layout & Performance

WORKLOAD

Contact: 45 hours

Directed Learning: 30 hours
 Independent Learning: 45 hours

Total 120 hours

TEACHING & LEARNING METHODS

This module is taught by means of lectures (particularly participative lectures) held in computer labs and computer based demonstrations to enable students acquire the necessary knowledge and understanding of course material. Small tutorial groups will also be used to develop practical application of material. Directed exercises and assignments will be allocated on a regular basis for completion in class. Students will be advised how to undertake the exercises and assignments and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

All students will be expected to be in a position to apply IT skills and practices during the remainder of their programme and later, in their working environment. The module serves as an introduction to the Management of Information Systems and E-Business at Stage II of the programme and Business Policy modules in Stage III.

ASSESSMENT

Knowledge, understanding, practical and transferable skill will be tested through coursework which will account for 70% of the assessment marks and consist of practical lab work / and simulated class exercises. A final closed book written examination will also be held on module completion accounting for 30% of assessment marks.

Exam - 30%

Commentary questions – demonstrating knowledge of the concepts of IS
 Hypothetical /problem solving questions – to demonstrate knowledge and comprehension
 Analytical / discussion questions of factual / conceptual knowledge base, appreciation of the range, scope and application of IT

Course Work -70%

Practical, independent laboratory work / simulated exercises under direction / supervision

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
Essential			
Understanding Computers	Long, Larry & Nancy	Prentice Hall	1999
Business and Information Systems 2 nd edition	Nickerson, RC	Prentice Hall	2000
Recommended			
Business Information Systems: A problem solving approach 2 nd edition	Laudon & Laudon	Dryden Press	1993
Course Notes for Windows IT Excel/Word/Powerpoint	Lisa Donaldson	Griffith College	1999

MODULE: PRINCIPLES OF HOSPITALITY OPERATIONS

Unit Title: Principles of Hospitality Operations
 Semester: B1
 Stage: 1
 Theme: Managing Hospitality Operations
 Credit Points: 6

INTRODUCTION

Fundamental operational and technical skills are the basis of this module, which will introduce students to essential technical and operational skills required for the hospitality industry. These operational skills provide the student with a foundation on which to build their knowledge and skills. The module provides a focus on service operations such as food and beverages, accommodation and health & safety issues relevant to hospitality service providers.

AIMS

- To provide students with operational skills that will aid their understanding and application of such skills within the hospitality industry.
- To enable students to acquire the skills and knowledge from the operational function that will assist them in their understanding of operational management of hospitality organisations.
- To ensure students have a clear understanding of the necessary Health and Safety issues that are a necessary requirement for the key operational functions within the hospitality industry.

LEARNING OUTCOMES

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

- Demonstrate the essential practical skills required within the food and beverage, accommodation sectors of a hospitality operation.
- Evaluate the necessary health and safety regulations that are a necessary requirement of the hospitality manager.
- Define how these essential operational skills will assist the student in their own critical assessment of the operational aspects of the hospitality industry.

SYLLABUS

Food Service

- Introduction to Kitchen Equipment Identification. Design and kitchen design
- Food Service Procedures: Preparing for service. Meeting, Greeting and Seating of guests. Presentation of menu, clear and accurate order taking. Serving of meal. Sequence of service. Presentation skills.
- Menu Product Knowledge: Different styles of menu – A la Carte, Table d’hote, banqueting. Knowledge of physical make up of menu items and their accompaniments. A glossary of food service terminology.
- Food Service Techniques: The different styles of service e.g. Plate, Silver Service, and Room Service.
- Customer Relations: Handling enquires, complaints and awkward customers. Dealing with people with special needs.
- Sales Promotion: Maximising sales in a professional and effective manner.

Beverage Service

- Equipment Identification: Introduction to the essential equipment items used in the service of beverages. Draught dispense equipment. Spirit and liqueur service equipment. Glass care and ice making equipment. Cocktail equipment.
- Product Knowledge: Introduction to beers, spirits, liqueurs, wines and non-alcoholic beverages.
- Beverage Service Skills: The correct procedures for the service of draught/bottled beer, spirits and liqueurs, wines and non-alcoholic beverages. Styles of service: Counter and table service.

Accommodation Service

- Equipment Identification: Introduction to cleaning equipment and practices
- Servicing of Bedrooms: How to service a departure/occupied room using correct work procedures
- Servicing of Public Areas: How to apply correct work procedures in order to minimise inconvenience to the guests/general public
- Room Service: Correct procedures for the preparation and service food and beverages to bed and conference rooms.

Health and Safety

- Health and Safety Statement: The responsibilities it imposes on you and your employer.
- Fire Prevention and Equipment: Identification and correct use of fire prevention equipment. Fire evacuation procedures.
- Accident Prevention: Types of accidents and their causes, safe handling of knives, prevention of burns and scalds and of hazards that cause injury.
- Manual Handling: Instruction on the correct procedure for the safe lifting and moving of heavy objects. Rules and procedures for manual handling.
- Chemical and Detergent Use: Correct identification and use of chemicals and detergents.
- Food Safety: a programme specifically directed to food handlers. The outline of this programme: Food Hygiene and its importance, Food Contamination, Food Delivery and Storage, Food Preparation, Food Hygiene, Design and Layout of a Food Premises, Cleaning Schedules and an Introduction to Hazard Analysis and Critical Control Points (HACCP).

WORKLOAD

Contact:	30 hours
Directed Learning:	45 hours
Independent Learning Time:	45 hours

Total **120 hours**

TEACHING & LEARNING METHODS

This module will be delivered by means of formal and participative lectures to provide an opportunity for students to acquire knowledge and understanding of the course material. The technical element of the module will be delivered through practical demonstration and student involvement. Site visits and guest speakers from different sectors of the hospitality industry will also enhance the learning. Students will be required to complete a Work Book Journal and a range of individual and group assignments throughout the module. The assignments will be linked to site visits and critical assessment of existing hospitality service providers. Students will be advised how to undertake the assignments and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

This module highlights some of the basic operational aspects of the hospitality industry. It is designed to give the students an introduction to general operational skills required in many hospitality operations. Management operations are further explored and developed in Stage II. Students also have the opportunity to specialise in a particular aspect of International Hospitality Management in Stage III of the programme.

Students have the added advantage of linking this more practical element of the programme with their Industrial Placement to develop their skills and knowledge.

ASSESSMENT

For this module students will be required to undertake a range of individual / group assignments as part of their course work as this will develop their communication, research and group skills. They will also be required to conduct an individual assessment involving a Work Book Journal to record practical and theoretical exercises as documented evidence of progress. Course work will account for 100% of the assessment marks and will include:

- Practical demonstrations and presentations to include factual / practical knowledge and usage of appropriate terminology
- Work Journal to consolidate and interpret factual application of rules and regulations pertaining to the hospitality industry
- Group Project - investigative research, analysis and presentation of data
- Individual Assessment – simulated exercises demonstrating practical competencies and knowledge skills at a specified standard

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
Food and Beverage Service 6 th Ed	Lillicrap D.R	Hodder and Stoughton Education	2002
Accommodation & Cleaning Services Management Vol 1 & 2	Allen, D. M	Hutchinson London	1999
Food Safety in the Hospitality Industry	Knowles, T	Butterworth Heinemann	2002

MODULE: PRINCIPLES OF MARKETING

Unit Title:	Principles of Marketing
Semester:	B1
Stage:	1
Theme	Marketing Management
Credit Points	6

INTRODUCTION

This module is designed to give students a broad understanding of the key concepts and business practices in marketing. The module provides an overview of the nature and scope of marketing and its role in achieving business objectives.

AIMS

To provide students with a clear understanding of:

- The concepts and business functions of marketing
- The environmental factors which influence marketing decisions
- To identify the role of marketing in the hospitality industry within the market place
- The need to develop an appropriate marketing mix to meet customers needs
- The role of marketing to service providers
- The benefits of developing an appropriate marketing plan

LEARNING OUTCOMES

On completion of this module students will be able to:-

- Identify and interpret the nature and role of marketing in the international hospitality industry.
- Demonstrate the basic skills and knowledge required to undertake industry analysis for marketing decisions.
- Demonstrate an understanding of marketing strategy, organisation and renewal
- Identify major trends affecting the international hospitality industry
- Develop an appropriate marketing mix for the hospitality service sector
- Evaluate the benefits of a marketing plan

SYLLABUS

Introduction to Marketing

- Defining marketing
- Analysing the marketing concept
- Marketing within a service industry
- Defining the marketing mix.

The Market

- Segmentation
- Targeting
- Positioning
- Segmentation Variables Forecasting

Analysis for Marketing Decisions:

- Customer Analysis
- Trends in consumer behaviour
- Customer Choice
- Post-Purchase Behaviour

Marketing Research and the Marketing Information System

- Benefits of measuring and forecasting market size and trends?
- Primary, Secondary Data
- Objectives, Planning, Questionnaire Design
- Survey Methods
- Benefits of the marketing information system
- Sensitivity analysis and scenarios

Analysing Competition and Industry Structure

- Competitive structure of the industry
- Analysing competitors

Analysing Company Capability

- Understanding core competence's, resource-based advantage
- An evaluation framework, SWOT analysis, competence's and future options

The Marketing Mix:

Product concepts

- Characteristics of Product Planning
- Characteristics of Service Planning
- Design and development
- Product/service life cycle
- Branding
- Packaging

Pricing Concepts

- Objectives
- Pricing methods/tactics
- Price structures

Distribution Concepts

- Structure of distribution channel
- Relationships between producers
- Distributions and customer
- Direct marketing and its growth

Promotion Concepts

- Advertising
- Personal selling
- Promotion
- Publicity
- Techniques for new/existing customers

People, Process and Physical Evidence Concepts

- Customer Service policies and practice
- Empowerment of staff
- Procedures and processes
- Quality, satisfaction and customer retention

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

The module will be delivered by means of formal and participative style lectures to provide an opportunity to impart key concepts and principles. Small tutorial and discussion groups will provide a forum to develop practical skills through participation, case study analysis and class exercises and feedback sessions for reflection. Students will also be required to contribute to class and complete an individual project based on the marketing practices of the international hospitality industry. They will be advised how to undertake the project and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

Marketing is one of the key cornerstones of business to ensure efficient and effective use of resources. It is essential that graduates from this programme have competent knowledge and understanding of all aspects of business. The module by integrating nature draws on other modules from the first stage of the programme such as Economics, Organisational Behaviour and Financial Accounting. The module also links into the consolidating stages of the programme with other more strategically oriented modules.

Assessment

Knowledge, understanding and practical skills are tested through coursework accounting for 40% of the assessment marks and will consist of an individual Project based on the marketing practices of the international hospitality industry. On module completion an end of term unseen written examination will account for 60% of assessment marks.

Exam – 60%

Commentary / discussion questions – evidence of factual / conceptual knowledge
Sample questions – knowledge / skills involved in research tasks /collection evaluation and presentation of data
Sample analytical questions –problem solving practices and application of marketing techniques

Course Work – 40%

Individual Project – based on international marketing practices in the hospitality sector

READING LIST

AUTHOR	TITLE	PUBLISHER	YEAR
Essential			
Principles of Marketing 3 rd European Edition	Kotler, P	Prentice Hall	2001
Marketing	Lancaster, G and Reynolds, P	Macmillan	1998
Recommended			
Essentials of Marketing, 3 rd edition	Lancaster G & Massingham, L	McGraw-Hill	1998
Marketing: Concepts and Strategies 3 rd edition	Dibb, S, Simpkin, L, Pride, W and Ferrell, O	Houghton Mif	1997
Marketing,	Lancaster, G and Reynolds, P	Business Master's Series	1999
Basic Marketing, A global Approach	Perrealut, W & McCarthy, J	Irwin,	1996
Services Marketing	Zeithami, V and Bitner, M	McGraw-Hill	1996
Competitive Customer Care: A guide to keeping customers	Stone, M & Young, L	Croner,	1994
Global Marketing and Advertising: Understanding Cultural Paradoxes, 5 th edition	De Mooij, M, Chisnall, P	Sage	1997
Marketing Research	Chisnall, P	McGraw-Hill	1998

References:

Journals: Irish Marketing Review
Journal of Marketing
European Journal of Marketing
Journal of Marketing Research

MODULE: ORGANISATIONAL BEHAVIOUR

Unit title: Organisational Behaviour
Semester: B1
Stage: 1
Theme: Human Resource Management
Credit Points: 6

INTRODUCTION

Organisational Behaviour will introduce the students to the nature of the organisations, their methods of working, the roles within them and the business environment in which they operate.

It will provide students with an insight into the reality of the modern organisational world, the importance of the organisation in economic activity and the importance of analytical thinking to human behaviour in organisations.

This module is presented in the context of the international organisational environment and aims to help the student understand and analyse the working of an organisation, and the processes that take place within it.

AIMS

- To provide students with an understanding of organisational structure and culture.
- To present the business context within which Organisational Behaviour Operates

LEARNING OUTCOMES

On completion of the module successful students will be able to:-

- Recognise and discuss the primary motivating factors governing employee behaviour.
- Examine the component tasks involved in management.
- Distinguish between different organisational structures and management styles.

SYLLABUS

Foundations of Organisational Behaviour

- Introduction
- Approaches to Organisational Behaviour
- Issues and research methods

Development of Organisation

- Historical development of organisation and management – Scientific Management, Human Relations, Contingency Systems.
- The strategy, aims, objectives, values, policies of organisation/department and developments thereof as influenced by innovation, quality, value for money and human resources.

Organisation Structure and Strategy.

- Different structural configurations, factors influencing the choice of structure.
- Different activities/functions within the organisations and their interaction.
- Strategy – Corporate, business and functional strategy.
- Central co-ordination and planning
- Commercial (including sole traders, partnerships, companies, public and private.
- Non-commercial (including public sector organisations, public utilities, non-departmental public bodies, clubs and societies, learned, social and recreational.

Organisations and their Socio-cultural and political environment.

- Direct and indirect variables and their impact on the organisational environment.
- Demographic structure and product/labour markets.
- Socio-economic groupings – income distribution, and spending patterns.
- Influence of culture on organisational values, attitudes, behaviour and performance.
- Corporate social responsibility
- Stakeholders- primary and secondary relationships.

Introduction to Management Behaviour

- The role of management in relation to the organisation's human resources and the relationship of management style to organisational structure, strategy and culture.
- The nature of general management and the changing nature of managerial work.
- Role of the manager and managerial styles.
- Delegation and decision making.

Behavioural Processes

- Work motivation/delgation/empowerment

- Personality theories
- Leadership theories
- Communications
- Group dynamics

Behavioural Consequences

- Informal organisations
- Group dynamics
- Conflict/Politics
- Managing change

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

The module will be delivered by a means of formal and participative lectures covering fundamental concepts of the course material. Tutorials will be extensively used as a forum for case study analysis and discussion. Tutorials will also provide students with the chance to develop and practice key skills such as communication and analysis. Students will be required to complete an analysis of an aspect of organisational behaviour practices in the International Hospitality Industry. They will be advised how to undertake the analysis and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

Many of the relationships that graduates from the programme might encounter in their professional lives will be influenced by the structure and culture of the organisation in which they work. The module is of enormous importance in the study of both organisations and their behaviour.

Assessment

Communication, analysis and problem solving will be tested through coursework which will account for 30% of the assessment marks and consist of an analysis of an aspect of organisational behaviour practices in the International Hospitality Industry. Knowledge and understanding of the material will be tested on module completion via an unseen written exam accounting for 70% of assessment marks.

Exam - 70%

- Hypothetical / problem style questions – factual/conceptual knowledge base and appropriate terminology
- Analytical questions – evaluation and interpretation of information
- Sample questions – evaluation and analytical techniques

Course Work - 30%

Individual assignment - analysis of an aspect of organisational behaviour practices in the International Hospitality Industry

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
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Essential Reading			
Management and Organisational Behaviour	Mullins, Laurie, J	Pitman Publishing	2001
Organisational Behaviour	Buchanan, D & Huczynski, A	Prentice Hall Publishers	2000
Recommended Reading			
Principles of Organisational Behaviour (An Irish Text)	Morley, Moore, Heraty, & Gunnigle	Gill & McMillan	1998
Organisational Behaviour	Robbins, Stephen	Prentice-Hall Publishers	1998
Organisational Behaviour & Analysis	Rollinson, Broadfield, Edwards	Addison-Wesley	1998

Companion Websites: <http://www.prehall.co.uk>
<http://www.ftmanagement.com>
<http://www.pearsoneduc.com>

MODULE: BUSINESS LAW

Unit Title: Business Law
Semester: B1
Stage: 1
Themes: Legal and Ethical Issues
Credit Points: 6

INTRODUCTION

This module presents the legal environment in which business operates. It presents the legal framework within which law is administered, and its application to business disciplines and practices. It presents general legal principles and highlights for students the need for business practitioners to comply with their many responsibilities under the law.

AIMS

- To provide students with an historical understanding of the legal system and how it pertains to business entities
- To familiarise students with key legal concepts
- To provide students with the skill and knowledge to understand and interpret legal judgements

LEARNING OUTCOMES

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

- Recognise the primary legal factors in business in terms of how they relate to human resource issues such as recruitment, selection, discipline and dismissal.
- Interpret the rules, regulations and liabilities in relation to the existing legislation governing business practice
- Describe legal aspects in relation to financial accounting
- Recognise appropriate courses of action when faced with legal problems

SYLLABUS

Introduction to Law

- Sources of Law – common law and equity, statutes and delegated legislation and statutory interpretation
- The difference between Civil (in the Common Law sense) and Criminal law
- The difference between Contract and Tort.

Administration of Law

- The Court System
- Alternative Dispute Resolution
- The personnel of law – judges, barristers, solicitors, legal executives, para-legals

Application of Court Decisions

- Application of Case Law
- Facts & Figures of contrasting cases
- Decisions & Hypothetical situations

The Law of Association, the separate legal identity concept and its implication for the business and the customer

- The Sole Trader – definition of sole traders, trading position, legal liability
- Partnerships – essential elements of the partnership contract, relations with the partners – internal and external
- Companies – classification of registered companies, formation, memorandum of association and articles of association, changes in the law
- Nature and form of Company Securities: the management of the company, company meetings, the regulations governing the powers and duties of directors and shareholders

Rules of Contract

- Basic Law of Contract
- Offers and Acceptance of Contracts
- Intention to create legal relations
- Consideration and formality of Contracts
- Capacity, Terms and Conditions of Contracts; exclusion clauses
- Mistakes and Misinterpretations, Undue Influence
- Contracts in restraint of trade
- Discharge of the Contract
- Remedies in common law and equity for breach of contract

Consumer Protection Laws

- Special Contracts – sale and supply of goods, hire purchase
- Conditions and Warranties, Transfer of Title of Goods, Risks associated with Transfer, Delivery and Acceptance of Goods
- The Supply of Services
- Consumer Information
- The Director of Consumer Affairs and Fair Trade
- Transfer of Title by Non-Owner
- Remedies
- Loans, Hire Purchase and other credit and consumer agreements

Law with Regard to Agency

- Agency – Influence and Creation
- Authority of the Agency, rights, duties of the principle agency, types of agency
- Termination of the Agency Contract

Principles of Consumer Law

- Common Law
- Statutory Legal Principles
- Case Law

Law of Employment and Industrial Relations

- Contract of Employment – definition, nature and formation, implied terms

- Equal Opportunities and discrimination and their implications
- Termination of an Employment Contract by agreement, dismissal and redundancy
- Employment Tribunals and appeals

Law regarding Bills of Exchange

- The concept of negotiability: definition and purpose of Bill of Exchange, duties and liabilities of the parties
- Cheques – Crossings
- Relationship of bankers and customers: protection of bankers and customers
- Charge and Credit Cards

WORKLOAD

Content:	60 hours
Directed Learning Time:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

This module is taught using a combination of lectures, tutorials, and small group seminars. Guest lectures will be used to share real business experiences. Once students have grasped the underlying theoretical concepts, case studies and current business examples will be used to introduce realistic legal issues in business. Class work will be allocated on a regular basis. Students will also be required to complete Individual Project and will be advised how to undertake this both in terms of the research and the presentation format involved. Students will be advised how to undertake the project and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

Business relationships that graduates from the programme might encounter in their professional lives, will be influenced by the legal systems governing and regulating that particular industry sector. The module is of enormous significance to help students understand and manage resources within an appropriate legal framework.

Assessment

Knowledge, comprehension, group interaction, problem solving and communications will be demonstrated through Coursework will consist of Group Projects Study which accounts for 30% of the overall module marks. At the end of the semester an unseen written examination will also be held accounting for 70% of the assessment marks.

Exam Questions – 70%

Commentary style questions - factual / conceptual knowledge and appropriate use of legal terminology
 Analytical questions – evaluation and interpretation techniques
 Hypothetical questions – factual / theoretical knowledge and appropriate use of legal terminology
 Analytical / problem solving questions – interpretation and analysis of legal issues

Course work – 30%

Individual Project – practical appreciation of legal issues in a specialised context

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
Essential			
Principles of Business Law	Kelly, D & Holmes, A	Cavendish Publishing Ltd	1997
Questions & Answers Series Business Law	Kelly, D & Holmes, A	Cavendish Publishing Ltd	1998
Recommended			
Business Law 4 th Edition	Ellison, J & Bdingord, J	T Harrison Law Publishing, bEP Sunderland	1997
Charlesworth Business Law	Dobson, P	Sweet & Maxwell	1997

MODULE: BUSINESS COMMUNICATIONS

Unit Title: Business Communications
Semester: B1
Stage: 1
Themes: Personal Development Skills
Credit Points: 6

INTRODUCTION

As a service industry, the Hospitality Industry imposes maximum demands on those supplying the service to communicate clearly with their clients and customers. These communication skills require the development of listening, oral and written skills. Given the international nature of hospitality, both in terms of staffing and customers, students for whom English is not their mother tongue will benefit additionally from the programme's delivery through English.

AIMS

- To enable students to develop the four key areas of communication ie, reading, writing, speaking and listening within a business context.
- To improve students' ability to comprehend business/academic texts.
- To present written/verbal information in a clear and concise format
- To expand students' grammar, understanding and usage of English
- To develop and strengthen students' communication skills with internal and external customers.

LEARNING OUTCOMES

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

- Use communication effectively and professionally in oral and written form in business and social situations related to the hospitality industry
- Select and present information in a variety of different formats
- Relate language and culture to hospitality services such as Food & Beverages.
- Use a specialised vocabulary pertaining specifically to the hotel industry.
- Interact as well as give and receive information at each level of business enquiry.

SYLLABUS

Fundamentals of Language

- Grammar
- Sentence Structure

- Punctuation
- Style
- Expression

The use of Language

- Vocabulary and working with words
- Pronunciation of words and expressions
- Spelling
- Business Usage of language

Reading Skills

- Comprehension Reading & Learning (PSQ5R) Purpose, Survey-skim, Question, i) Read selectively, ii) Recite, iii) Reduce-record, iv) Reflect, v) Review
- Context Clues and Signal words
- Dictionary skills
- Critical Reading
- Study Skills

Writing skills

- Sentence, paragraph structure and use of language in formal and informal writing formats
- Essay writing – use of language in creative writing formats
- Report writing skills – use of language in formal writing formats
- Reference and citation skills
- Note-taking skills

Oral/Presentation skills

- Speech, informative, persuasive, emotive language in presentations
- Speed of delivery
- Tone and Expression, formal and informal language

Listening skills

- Active Listening vs Passive Listening
- Listening Comprehension – understanding facts, information, details tone and expression in language
- Listening Purpose – understanding persuasive, informative, emotive, formal and informal language
- Good listening vs bad listening skills

WORKLOAD

Contact:	30 hours
Directed Learning:	45 hours
Independent Learning Time:	45 hours
 Total	 120 hours

TEACHING & LEARNING METHODS

The module will be taught by means of active participation in workshop style classes and tutorials, with an emphasis on the development of business communication skills. Assignments will involve the preparation of material for oral presentation in tutorials. Written tests would also be held on a regular basis to establish the student's assimilation of communication principles. Emphasis will be placed on simulations and role-play exercises to enhance students' grasp of business situations. Students will also be required to undertake a group project and an individual assignment involving a case study analysis. They will be advised how to undertake both the project and the assignment and will be directed and supervised during the completion of their coursework. Regular feedback will also provide guidance and support.

INTEGRATION & LINKAGE

Communication and language skills are essential to graduates from this programme in their professional careers. Expectations of the quality and level of interaction between the customer and the service provider in the international hospitality industry is extremely high. Therefore, this module is of enormous importance in the study and will aid the application of language and communication in service industry during Industrial Placement. It also links with other modules such as marketing, specifically within the customer service element of the module.

Assessment

Due to the interactive nature of communication and its key role in the international hospitality industry, knowledge, understanding, problem-solving skills will be demonstrated through Coursework which will account for 100% of the total marks. These assessments will consist of a range of individual and group projects / simulated exercises / role-play and practical assessments designed to provide reflection and feedback to the students.

- Class based assignment – practical oral/aural assessment – demonstrating proficient verbal / written communication skills
- Class based group verbal / written presentation assignment
- Class based role-play assignment – competence in a simulated work environment
- Class based role-play assignment – proficient and professional communication with customers
- Project report – group project – interaction drawing on multi-cultural backgrounds
- Case Study Analysis – individual report to demonstrate an appreciation of communication in a specialised hospitality context

READING LIST

TITLE	AUTHOR	PUBLISHER	YEAR
Essential			
Communication for Business Studies Students	Scott, JF	Gill & MacMillan	2000
Business Communication Today	Courtland, LB, Thill, JV, & Schatzman, BE	Pearson Education	2002
Recommended			
Writing to Communicate	Boardman, CA, & Frydenberg, G	Pearson Education	2002
Quick College Guide: The Reading, Writing and Studying Approach	Rooks, CD, & Santos, RA	Pearson Education	2002
Learn how to study	Rowantree	Warner Books	1998
Business English for the 21 st Century	Ellison, PT, & Barry, R	Pearson Education	2002
Effective Presentation Skills	Mandel, S	Kogan Page	1997

MODULE: INTERNATIONAL ECONOMIC STRUCTURES

Unit Title: International Economic Structures
Semester: A2
Stage: 2
Theme: Business Environment
Credit Points: 6

INTRODUCTION

This module is designed to develop the students' understanding of the wider European and International economic structures and their influence on business operations. The module also extrapolates the principles of economics that the student will have studied in Stage I.

AIMS

- To provide students with an detailed insight to the international dynamics of economics
- To give students the opportunity to examine the complex implications of economic policies on international hospitality management
- To ensure students address the wider issues of international economic policies and cultural change

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Evaluate and explain the policies of the EU
- Identify and assess the institutions of the EU
- Evaluate and explain the significance of the trading bloc of Europe
- Discuss the significance of the trading block within Europe and the rest of the world
- Examine the effect changes in the size of the EU will have on member states and other trading groups such as North America, Asia, South America etc.

SYLLABUS

Foreign Trade:

- Theory of comparative advantage
- Inter-industry and intra-industry trade
- Trading Groups
- Trade creation and trade-diversion
- Impact of a tariff

The Single Market Programme:

- Background to the SMP
- Non-tariff barriers in the EU
- The Cecchini report
- Impact of the SMP

Exchange Rates

- Nominal, effective and real exchange rates
- Determination of the nominal exchange rates
- Alternative exchange regimes

Economic and Monetary Union

- The exchange rate mechanism
- Economic and monetary Union (EMU)
- Advantages and risks of EMU
- International prospects

The Common Agricultural Policy:

- Markets for agricultural produce
- Aims of the CAP
- The performance of CAP
- Problems and pressures of reform

Competition Policy

- The level playing field
- The legal framework
- Role of Government

- The international experience

Regional Policy

- Nature of regional inequalities
- Regional disparities in the EU
- Objectives of the EU regional policy
- Core-periphery issues

Social Policy

- The EU's Social Charter
- The Social Action Programme
- Impact of Social Policy

WORKLOAD

Contact:	45 hours
Directed Learning:	15 hours
Independent Learning:	60 hours
Total	120 hours

TEACHING & LEARNING METHODS

This module will be delivered by means of participative lectures involving student presentations to allow for detailed treatment of the course material and ensure a broad coverage of the topic. There will be an emphasis on independent learning and group tutorials will also be used to allow further discussion and analysis of the material. Class-work will also emphasise the interrelationship of international economics with other elements of the international hospitality industry. Students will be required to complete a group project. Guidance and feedback will be provided for students as they complete their project.

INTEGRATION & LINKAGE

This module highlights the international aspect of economics and its impact on the hospitality industry. The module is designed to strengthen and enhance material covered in Stage I of the programme. Students successfully completing the module will have developed material from other modules such as Economics, International Hospitality Management and Marketing in Stage I, and build and consolidate this material when they study International Marketing and Business Policy in Stage III.

ASSESSMENT

Analysis, evaluation and synthesis will be evidenced in the course work which accounts for 30% of the assessment marks and consists of a group project report which will place the students understanding in context and offer then an opportunity to interact with group members to solve problems and present material. On module completion an unseen closed book examination will also be held, accounting for 70% of assessment marks.

Exam - 70%

Diagnostic / problem solving questions –reflecting knowledge of major theories, ideas and frameworks
Analytical questions – evaluation of classifications and principles / comparative international approaches

Diagnostic /problem solving questions – evaluating and identifying key problem areas and issues

Commentary /analytical questions -justification / relevance and significance of practices and policies

Course Work – 30%

Group based Project – participation / effective interaction / exchanging ideas – presenting information

READING LIST

Title	Author	Publisher	Year
Essential			
International Economics: 8 th edition	Carbaugh, RJ	South-Western Publications	2002
International Business: 1 st Edition	Wild, Wild, & Han	Pearson Education	2000
Recommended			
The Economics of Monetary Integration 3rd edition	De Grauwe, P	Oxford University Press	1997
The Economy of Ireland 8 th Edition	O'Hagan	Gill & Macmillan	2000
European Business	McAleese, D	Prentice Hall	1997
A Global Agenda: Issues before the 55 th General Assembly of the United Nation	Tessitore, John, & Woolfson, Susan	Rowman & Littlefield	2000
Politics and Policy in the European Union 3 rd Edition	Stephenson, G	Oxford University Press	1996

Journals:

European Economy
Journal of Common Market Studies
European Review

MODULE: FOOD & BEVERAGE MANAGEMENT

Unit Title: Food & Beverage Management
Semester: A2
Stage: 2
Themes: Managing Hospitality Operations
Credit Points: 6

INTRODUCTION

The operations and management principles and procedures involved in an effective food and beverage control system are conveyed fully in this module. It provides an in-depth insight into the operating budget, menu management, menu pricing, purchasing and supplier selection, cost-volume profit analysis, labour cost-control, computer applications and the successful management of service quality standardisation. This module is considerably supported by the Industrial Placement Stage.

AIMS

To provide students with a full understanding and appreciation of :

- How to analyse and apply the controls needed to manage a successful food and beverages operation
- National and international food and beverage management developments
- The key factors involved in food and beverage preparation including health and hygiene issues
- Legislation regarding the preparation, storage and sale of food and beverages
- The importance of budget standards in planning and control, and apply costs volume-profit analysis to food and beverage operations
- The principles and procedures in controlling the purchasing and receiving process and recognise the particular requirement for quality in all stages

- The importance of the menu as both a control tool and a marketing tool
- The use of computer applications which manage and control the food and beverage operations

LEARNING OUTCOMES

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

- Critically evaluate the types of commercial food service operations and understand the steps involved in the management process.
- Examine and analyse all aspects of budgeting and cost control in food and beverage operations
- Analyse and debate legislation which governs the purchasing, storage and sale of food and beverages
- Study and critique menu engineering and contrast subjective and objective menu pricing methods, incorporate profit requirements in menu prices
- Study and critique effective marketing principles and show the advantages and disadvantages of advertising, examining the central role of the menu as a marketing tool.
- Examine the components of good service and their importance in hospitality
- Apply good managerial accounting practices and explain their uses in food and beverage operations.
- Use and knowledge of computer applications to manage and control food and beverage operations.

SYLLABUS

Fundamentals of Food and Beverage Management

- The Food Service Industry
- Fundamentals of Management
- Organisation of Food and Beverage Operations
- Fundamentals of Food and Beverage Marketing

The Challenge of the Food and Beverage Operations

- The control function
- Customer expectations and service delivery
- Logistics of supply

Planning for Food and Beverage Management

- Determining food and beverage standards
- Operations budgeting and cost-volume-profit analysis
- The menu – the foundation for control

Menu Management

- Nutrition
- The Menu
- Standard Product Costs and Pricing Strategies
- Pricing Menu Items
- Principles of Gross Profits -Stock Control

Product Costs and Pricing Strategies

- Pricing Menu Items
- Break Even Analysis
- Stock Control Methods
- Controlling Margins / Profitability

Designing Effective Food and Beverage Management Systems

- Procedures for supplier selection
- Ethical and professional standards
- Purchasing and receiving controls
- Storing and Issuing controls
- Production and serving costs

- Control analysis, corrective action and evaluation

Managing Labour Costs

- Labour cost controls
- Implementing labour cost management
- Formulation of Rosters

Quality and Quantity Concerns

- Quality as product/service features
- The value of customers
- The value of hospitality staff
- Quality Management
- ISO 9000 quality standards

WORKLOAD

Contact:	45 hours
Directed Learning:	45 hours
Independent Learning Time:	30 hours
Total:	120 hours

TEACHING & LEARNING METHODS

The module will be delivered by means of lectures, practical demonstrations and workshops, the study of approved texts and class discussion on related topics and current issues as this will prepare students for the more practical aspect of international hospitality management. Tutorials will be used for group role-play on which students will be assessed, and will also involve case study analysis and discussion. The relationship of Food & Beverage Management to other aspects of international hospitality management will be emphasised. An individual project will be set for all students involving independent investigative research and demonstration of computer applications for use in the design and control of international food and beverages. Guidance and feedback will be provided for students as they complete their project. This module is complemented by the hands-on experience gained as part of their industrial internship modules.

INTEGRATION & LINKAGE

This module significantly builds on what students have learned in the First Stage of the Programme such as Marketing, Financial Accounting, Operations Management and Human Resource Management in terms of how these management disciplines relate to the International Hospitality Industry. At this stage students can fully appreciate how to assess the industry in terms of provision of service operations. They will have a deeper understanding of the issues which underpin best practices in the industry and will have clearly developed their analytical and research skills in modules such as, Management Accounting, Marketing Management and Research, Supply Chain Management and Hospitality Law during the Second Stage of the programme. It is designed to develop students' practical and conceptual skills.

ASSESSMENT

The course work for this module will be divided between group role-play scenarios requiring participation, analysis and reflection. The individual project will require students to conduct investigative research and demonstrate computer applications for use in the design and control of international food and beverages. The course work for this module will account for 60% of the assessment marks. At the end of the semester, a closed book examination will also be held and will account for 40% of assessment marks.

Exam – 40%

Commentary questions – critical analysis and discussion

Problem solving questions – commentary /detailed analysis to reflect current policies / procedures

Analytical questions – detailed discussion / justification of current legal practices

Analytical questions – reflecting planning, pricing and profits

Course Work 60%

Quality of participation in role-play/ simulated exercises / open discussions - - class based assignment

Detailed project based assignment requiring considerable reflection – set for completion on an individual basis

READING LIST

Title	Author	Publisher	Year
Essential			
Strategic Questions in Food & Beverage Management	Wood, RC	Butterworth & Heinemann	2000
Food & Beverage Management	Davis, B	Butterworth - Heinemann	1998
Recommended			
Principles of Food, Beverage and Labour Cost Controls for Hotels & Restaurants	Dittmer, PR & Griffin, GG	Wiley Publishers	1999

MODULE: MANAGING INFORMATION SYSTEMS & E-BUSINESS

Unit Title: Managing Information Systems & E-Business
 Semester: A2
 Stage: 2
 Theme: Information Technology Management
 Credit Points: 6

INTRODUCTION

This module is designed to develop the students' computing skills so that they can deliver business solutions through information technology. It is essential they fully understand the tasks involved in directing software development teams or through using end user applications themselves to meet the needs of organisations within the international hospitality industry. The module covers a variety of stages in the development process and examines the use of common tools and models used in system development and design. It is important that students are exposed to developments in e-business and the linkage between business function/processes and the process/effort required to deliver automated business solutions.

AIMS

To provide students with in-depth knowledge in relation to:

- The contribution which different types of information systems can make to the management decision-making process
- Applying structured and object-oriented software development
- Using system data models to facilitate communications with others
- Using appropriate tools and techniques to different stages of the software life cycle
- The development tools and models for systems analysis and design

- The principles and use of e-business technologies in the workplace and as control/competitive tool

LEARNING OUTCOMES

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

- Define the objectives and scope of needed systems
- Provide advice on the development, introduction and use of computer based information systems
- Use tools and techniques necessary to do business, implementation, and cost-benefit analysis of systems work
- Demonstrate hands-on experience with software development tools for systems analysis and design
- Construct data flow diagrams, data models and structured specifications
- Use system data models to produce cost-effective communication with others
- Use e-business technologies in the workplace as a control/competitive tool

SYLLABUS

The nature and role of information systems

- The Need for Information
- Information Systems: Background & Theory
- Managing Information Systems
- Functional subsystems
- General purpose systems

Information Systems Development

- Organisational structures
- Information systems management
- Strategic decision areas in information systems development/operation
- Primary characteristics of the digital age

Structured Systems Analysis and Design

- Problems and structured solutions
- SDLC phase boundaries
- Measurable end products
- Communicating with users
- Managing complex systems and detail

Systems Analysis Techniques

- Logical business systems modelling

Structured Systems Development

- The generic systems development life cycle (SDLC)
- An introduction to propriety systems development methodologies (eg SSADM and CASE* Method) and how these methodologies are used to support a Quality systems development environment

System Justification

- Cost-benefit analysis, flexibility and business justification of technology including the “make or buy” decision

Systems Design Techniques

- Physical business systems modelling

Systems Building

- The physical building of a defined business system for hospitality as part of the project for this module (using a PC database package such as Dbase or Database)

The Building Blocks of E-Commerce

- Networks
- File Transfer Protocol
- WWW
- Electronic mail
- URL's

Applications of Internet Commerce

- Intra-company
- Business to Business
- Business to Consumer

Systems Implementation Issues

- Planning for transition/cut-over and user acceptance criteria and procedures

Control, Privacy and Security Issues

- Administrative controls
- Operational controls
- Privacy and data protection
- Computer audit techniques

E-Business Technology in the workplace

- Trends in E-business
- E-business design
- Constructing the E-business architecture
- Integrating processes to build relationships

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	45 hours
Total:	120 hours

TEACHING & LEARNING METHODS

This module will be taught by means of participative lectures, computer based demonstrations using video projection facilities and laboratory work to provide an opportunity for hands-on skill development. Tutorials will provide a forum for discussion, case study analysis and reflection whereby students can develop and apply their practical and interpretative skills. A group-based assignment will be set and will analysis of the some element of IS/e-business and its contribution to managing an international hospitality industry, and will require presentation of material to provide feedback and discussion. An individual project will be also be set for completion which can be partially carried out during class-time. Guidance and feedback will be provided for students as they complete their project.

INTEGRATION & LINKAGE

This module is essential to the development and management of systems that will create cost-effective business practices internal and external to the organisation. The module builds on material learned in the First Stage of the programme from modules such as Information Technology and Quantitative Methods and is essential to develop students' ability to design and implement appropriate technology in the workplace.

Assessment

This module will require students to undertake both an individual and group based assessment, both will require considerable analysis and reflection of material. The group based assignment will involve the analysis of the some element of IS/e-business and its contribution to managing an international hospitality industry, and will require presentation of material to provide feedback and discussion. Collectively the course work assessments will account for 30% of the assessment marks and will consist of a project that will encompass the full systems life cycle, including analysis and design, and they will be required to build the system from their own designs, using a PC based data based package. A written examination will be held on module completion accounting for 70% of assessment marks.

Exam - 70%

Commentary style questions to demonstrate analysis and synthesis of information”
 Analytical style questions to demonstrate knowledge, interpretation and assimilation of ideas and concepts

Course Work - 30%

Detailed project based assignment - set for completion on an individual basis
 Group assignment & presentation of material – group based

READING LIST

Title	Author	Publisher	Year
Essential			
E-Business 1 st Edition	Glover, Liddle & Prawitt	McGraw-Hill	2000
Strategic Management Systems and Techniques	Rowley, J	NCC Blackwell, Oxford UK	1994

MODULE: HUMAN RESOURCE MANAGEMENT

Unit Title: Human Resource Management
 Semester: A2
 Stage: 2
 Theme: Human Resource Management
 Credits: 6

INTRODUCTION

The intricacies of managing the human resources within the business context are developed in further detail. This module aims to provide students with an in-depth understanding of the major human resource issues involved in managing an international workforce within the hospitality industry. Factors such as recruitment and selection, training, employee deployment and development, performance and motivation are examined in detail. It gives students a clear knowledge of the laws relating to employment, benefits, work practices and health and safety issues. An international or “world view” of “best practice” is assumed.

AIMS

To provided students with:

- A firm knowledge and understanding of the practical dimension of human resource management, ie planning, recruitment, selection, induction, training/development, reward systems and people review/appraisal systems
- An ability to evaluate and discuss the changing nature of human resource aspects of management in terms of communication, leadership, teamwork and the “psychological contract” between organisations and their employees.

- A detailed knowledge of the Employment law documents and developments

LEARNING OUTCOMES

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

- Apply a working knowledge of personnel management theory and practices within a hospitality industry content.
- Appreciate the implications of employment laws in the hospitality industry.
- Study and critique the stages of human resource development.
- Identify and appreciate the qualities required to ensure good teamwork through effective supervision.

SYLLABUS

Human Resource Development

- Background to Human Resource Management
- Orientation and socialisation
- Managing productivity and controlling labour costs
- Evaluating employee performance and coaching
- Recognition and Reward Systems

Employment Laws, Planning and Staffing

- Employment laws and applications
- Job analysis and job design
- Planning and recruiting
- Selection/Induction/Training and Development
- Importance of documentation, performance appraisal

Compensation and Labour Issues

- Payment administration, pensions, sick-pay, absenteeism
- Incentive schemes and benefits administration
- Labour unions
- Negotiation and collective bargaining

Safety, Discipline and Ethics

- Health, safety and employee welfare programmes
- Turnover, discipline and termination of employment
- Exit Interviews
- Equality of Opportunity
- Social responsibility and ethics

Employee Information Systems

- Manual and Computerised Personnel Recording Systems
- Information Systems
- Confidentiality, Privacy and Security
- Data Protection Act

A Framework for Supervision

- The supervisor and the management process
- Effective communication

Supervisory Tools

- Building an effective team
- Motivation through leadership
- Managing conflict, cultural, geographical and ethnic diversity

Improving Effectiveness

- Time management
- Managing change
- Professional development and future trends

WORKLOAD

Contact:	45 hours
Directed Learning:	15 hours
Independent Learning Time:	60 hours
Total	120 hours

TEACHING & LEARNING METHODS

The lectures designed to deliver this HRM module will be supplemented by visiting HR specialists from the hospitality industry. Videos/multi-media and role-play will also be important in exploring HR concepts and practices and scenarios. Tutorials will be used to host discussions and explore current issues and case studies and students participation will be required. The role of HRM within international hospitality management as a whole will be emphasised. Independent learning will be emphasis and students will be required to design a group project and present their work. Guidance and feedback will be provided for students as they complete their project.

INTEGRATION & LINKAGE

This module is beneficial to students entering into the international hospitality industry, in particular managing an international human resource element. The study of this module is significant in that it builds on material covered in subjects such as Organisational Behaviour, International Hospitality Management and Marketing. The principles dealt with in this module are covered in detail and can be applied to specific hospitality employer/employee relationships.

ASSESSMENT

This module requires two distinct types of assessments. Class-based exercises and role-play will require the demonstration of knowledge, understanding, analysis and discussion, and will provide an opportunity for self/peer assessment and immediate feedback. The group project will provide an opportunity to exchange ideas, develop team-work, prioritise and present material. Course work will account for 30% marks. On module completion a closed book examination will also be held, accounting for 70% of the assessment marks. Students will be expected to have highly developed research, cognitive critical skills at this stage. Their writing styles and clarity of expression will also be measured against a higher standard.

Exam – 70%

Commentary – significant reflection / detailed discussion of the practical and ethical nature of HRM
 Commentary / discussion questions – examining relevance and significance of theories and practices of HRM

Analytical questions – commentary discussions requiring significant reflection

Course Work - 30%

Contribution to class based exercises - peer / self assessment – discussions and feedback
 Group project - based on participation, research, analysis and presentation of information

READING LIST

Title	Author	Publisher	Year
Essential			
Human Resource Management 8 th edition	Dessler, Gary	Prentice Hall	2001

Managing People in the Hospitality Industry	Mullins,Laurie J	Pearson Education	1998
Recommended			
Human Resource Management in the Hospitality Industry	Go, FM, Monachello, ML, & Baum T	Wiley Publishers	1996
Human Resource Management 8 th edition	Mondy RW et al	Prentice Hall	2001

MODULE: MANAGEMENT ACCOUNTING

Unit Title:	Management Accounting
Stage:	2
Semester:	A2
Theme:	Financial Management
Credit Points:	6

INTRODUCTION

This module strengthens and develops students' Financial Accounting ability and provides a thorough grounding in Management Accounting systems and procedures as operated in the hospitality industry.

AIMS

- To ensure students have the ability to capture and analyse accounting information and can apply it to a wide range of planning, control and decision making situations.
- The module also trains students in the use of the IT based systems which are used to support successful hospitality operations

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Identify and assess new Management Accounting techniques being developed and implemented by pro-active organisations in the international hospitality industry
- Analyse component features involved in Management Accounting in terms of Decision Making, Planning and Control of Costs and Profits.
- Identification and analysis of various Computer Based Modelling Systems

SYLLABUS

Introduction to Managerial Accounting

- The Accounting Function in the Hospitality Industry
- Principles of Accounting
- Forms for Business Organisation
- Computer Applications
- The Balance Sheet
- Balance Sheet Analysis
- The Income Statement

The Statement of Cash Flows

- The Purpose of the Statement of Cash Flows
- Classification of Cash Flows
- Conversion of Accrual Income to Net Cash Flows from Operations
- Preparing the SCF

- Analysis of Statements of Cash Flow

Ratio Analysis

- Ratio Standards
- Purpose of Ratio Analysis
- Classes of Ratios
- Liquidity, Solvency, Activity, Profitability and Operating Ratios
- Limitations of Ratio Analysis
- Usefulness of Financial Ratios

Basic Cost Concepts

- General Nature of Costs
- Determination of Mixed Cost Elements
- Fixed Versus Variable Costs
- Overhead, Controllable, Differential, Relevant, Sunk, and Opportunity Costs
- Average and Incremental Costs
- Decision-Making Situations

Cost-Volume-Profit Analysis

- CVP Analysis Defined
- CVP Equation -Single Product
- CVP Equation -Multiple Products
- Income Taxes and CVP Analysis
- Profit-Volume Analysis
- Operating Leverage

Cost Approaches to Pricing

- The Importance of Pricing
- Informal Pricing Approaches
- Cost Approaches: Four Modifying Factors
- Mark-Up Approaches to Pricing Meals
- Integrated Pricing

Forecasting Methods

- Implicit Versus Explicit Forecasts
- Forecasting in the Hospitality Industry
- Overview of Forecasting Methods
- Selection of a Forecasting Method
- Short- Term Forecasts in the Lodging Industry
- Forecasting Cases

Operations Budgeting

- Types of Budgets and Reasons for Budgeting
- The Budget Preparation Process
- Budgetary Control
- Determination of Variances & Significant Variances
- Variance Analysis
- Determination of Problems and Management Action

Cash Management

- Cash and its Importance
- Distinction Between Income and Cash Flows
- Cash Budgeting
- Float
- Management of Working Capital

Internal Control

- The Hospitality Industry's Vulnerability to Theft
- Definition and Objectives of Internal Control
- Internal Auditing

- Additional Classification of Controls
- Codes of Ethics

Capital Budgeting

- Relationship of Capital Budget to Operations Budget
- Types of Capital Budgeting Decisions
- Time Value of Money
- Cash Flow in Capital Budgeting
- Mutually Exclusive Projects with Different Lives
- Use of Capital Budgeting Models in the Lodging Industry

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

Teaching & Learning Methods

The module will be delivered by means of participative lectures and Computer Based Modelling Demonstrations supported by tutorials and laboratory sessions. These will be supplemented by course notes on specific issues that may require closer examination, analysis and research. Tutorial work will involve group discussion of management accounting case studies specific to the international hospitality industry. Students will also be required to complete an individual assignment. Guidance and feedback will be provided for students as they complete their assignment. The module is also complemented by the students' learning experience during their Industrial Placement.

INTEGRATION & LINKAGE

Management Accounting shares common elements with subjects such as Financial Accounting, Travel, Tourism and Hospitality Management and Marketing taught in Stage I of the programme, and will prepare students for International Financial Management in Stage III of the programme. The linkages of common themes such as modelling, decision making, planning and control are developed further from an International perspective in the Third Stage, and this element of the programme is designed to improve and develop student's analytical skills, conceptual and crucial skills.

Assessment

Assessment in this module involve an individual assignment and group participation requiring analysis, discussion, selection and presentation of material. These practical assessments are based on the evaluation of Management Accounting Case Studies / computer-based modelling exercises/assignments and account for 30% of the course marks. The remaining 70% will be reserved for a closed book examination on module completion.

Exam – 70%

Hypothetical questions - interpretation/ problem solving and reflective discussions
 Commentary questions - interpretation, problem solving and reflective discussions
 Analytical questions - interpretation /problem solving and reflective discussions
 Analytical questions - interpretation /problem solving and reflective discussions

Assessment – 30%

Group based - contribution to class / tutorial discussions/ questions / written exercises and case studies
 Individually based - practical application of technology in problem/fact scenarios

READING LIST

Title	Author	Publisher	Year
Essential			
Management Accounting for non-specialists 2 nd Edition	Atrill & Melaney	Pearson Publishing	2000
Introduction to Management Accounting	Horngren, Sundem & Stratton	Prentice Hall	1998
Recommended			
Management & Cost Accounting: 1 st edition	Horngren, Bhimani, Datar, Foster	Prentice Hall	2001
Accounting: An introduction	McLaney & Atrill	Prentice Hall	1999

MODULE: SUPPLY CHAIN MANAGEMENT

Unit Title:	Supply Chain Management
Semester:	B2
Stage:	2
Theme:	Business Environment
Credit Points:	6

INTRODUCTION

This module develops the necessary conceptual and analytical skills necessary to manage, integrate and control internal and external functions. The module covers how products and information flows can be co-ordinated to provide a fast and cost-effective hospitality service to the customer. The module also looks at some of the traditional tools such as, process analysis, yield management, location analysis and inventory theory as well as the more recently automated processes involved in SCM

AIMS

- To provide students with an in-depth understanding of the key functions and practice of materials sourcing and purchasing within the context of the international hospitality industry
- To ensure students are fully aware of the relationship between suppliers, the company and the customers
- To ensure students fully understand the relationship between customer service and supply chain management
- To ensure students fully appreciate how to identify supply chain improvement opportunities
- To identify and critically evaluate future trends and best practices in international supply chain management

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Explain in detail the key components of international supply chain management
- Describe forecasting principles and techniques
- Explain and assess the types of inventory ownership and their influence on the supply chain
- Define the purchase objectives and the purchasing cycle
- Critically evaluate the social and ethical issues in the management of supply chains
- Explain in detail the impact of TQM in international supply chain management
- Fully understand future trends and developments of automated supply chain management processes

SYLLABUS

Concepts in Supply Chain Management

- The development of supply chain management models and evolution
- Supply chain performance measures
- Forecasting principles and techniques
- Collaborative Planning, Forecasting and Replenishment (CPFR)
- Controlling prices and costs

Concepts in Materials Management & Planning

- Materials Requirement Planning (MRP)
- Capacity Requirements Planning (CRP)
- Inventory management practices
- Valuation of stock, Stocking to order, Stocking to forecast, Safety stocks
- Reducing Cycle Time

Organising the Supply Chain

- Vetting suppliers and setting standards
- Specifying and assuring the quality of supplies
- Volume catering, JIT supply and food safety

Purchasing Objectives and Life Cycle

- Co-ordinated and defined purchasing procedures
- Quality/Quantity, sourcing and performance
- Total acquisition costs and methods
- Co-ordinated and defined ordering procedures
- Purchasing/ordering and IT
- Transportation, storage and production costs

Human Resources in the Supply Chain

- The relationship between suppliers, the company and the customers
- Customer Service Relationships
- Service Delivery, Standards and Performance measures

International Supply Chain Management Issues

- Inventory Reduction
- Cost Reduction Opportunities
- Strategic Partnerships
- Global Supply Chains

Concept of Total Quality Management in the Supply Chain

- TQM Initiatives
- Customer Expectations
- Quality Standards and customer satisfaction
- ISO 9000

IT and International Supply Chain Management

- The impact of e-commerce on supply chains
- Information technology and decision support systems

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

This module will be delivered by means of participative lectures where guest specialists in supply chain management will often be invited to address the class. Tutorials will provide a basis for discussion and the formation of groups to undertake the required group project for this module. Guidance and feedback will be provided for students as they complete their project. Independent learning will be emphasised and students will be required to source and retrieve information to support class discussion and case study analysis. Lectures will also involve discussion on current issues in SCM within the international hospitality industry. Students' independent learning will be supplemented by course notes on specific issues that may require closer examination, analysis and research.

INTEGRATION & LINKAGE

This module is essential to the management and flow of information and resources within the international hospitality industry in order that they remain efficient, competitive and profitable. The module builds on material learned in the First Stage of the Programme from modules such as Operations Management, Marketing, Financial Accounting etc. Equally, knowledge from this model can be developed further in Stage Three in Corporate Strategy, particularly with regard to developing a competitive strategy.

ASSESSMENT

The major group based project for this module will require investigation, interpretation and presentation of material, as well as independent study and research the assessment also includes group work which involves close team participation and reflection. The course work will account for 40% of the assessment marks. On module completion a closed book examination will also be held and will account for 60% of assessment marks.

Exam – 60%

Commentary style questions – critical analysis and reflective discussions
Analytical questions – requiring significant evaluation and reflection
Hypothetical / problem solving questions – in depth evaluation and analysis

Course Work – 40%

Group project based assignment – requiring participation, investigation reflection, teamwork , reformatting ideas and information

READING LIST

Title	Author	Publisher	Year
Essential			
Purchasing, Selection and Procurement in the Hospitality Industry	Feinstein, AH & Stefenelli, JM	Wiley Publishers	2001
Designing and Maintaining the Supply Chain	Simchi-Levi, DS, Kaminsky, P & Simchi-Levie, E	McGraw-Hill	2000
Recommended			
Fundamentals of Operations Management	Davis, M, Aquillano, N,J & Chase, Richard, B	McGraw-Hill	2002

MODULE: ACCOMMODATION & FACILITIES MANAGEMENT

Unit Title: Accommodation & Facilities Management
Semester: B2

Stage:	2
Theme:	Managing Hospitality Operations
Credits Points:	6

INTRODUCTION

The scope and optimisation of accommodation and facilities management within the safety and legal constraints and responsibilities are developed in this module. The module also develops a systematic approach to the procedures involved in the security and safety of accommodation planning, design and maintenance. The student is given an understanding of how to manage the physical plant so that they can work effectively as part of the facilities division team.

Various elements are considered in terms of the value of facilities and the efficiency and effectiveness of front office management, including planning and evaluation and human resources management. Additionally, the module also presents a systematic approach to managing housekeeping operations in the hospitality industry, and gives students an in-depth knowledge of the important functions and organisation of front office procedures to ensure effective and efficient running of its operations.

AIMS

- To provide students with a full appreciation of the safety and security aspects of planning and designing facilities to reflect the needs of customers.
- To enable students to identify and critically examine the role of accommodation planning and design to comply with legal concerns in providing safe and secure accommodation and facilities for customers
- To provide students with a clear understanding of the functional/spatial provision
- To ensure students are fully aware of the importance of client/accommodation needs
- To ensure students are fully aware of the importance of providing customers with a clean and safe environment
- To enable students to identify the front office manager's role as a leader and decision maker
- To help students identify and competently operate technology relevant to maintenance management and accommodation reservations, also to analyse the advantages and disadvantages of using these packages in the hospitality environment

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Appreciate how organisations can optimise the use of premises
- Understand and explain the value of maintaining facilities
- Understand energy management systems and their impact on facilities
- Distinguish between types of facilities and their requirements in terms of maximising revenue and meeting customer needs
- Appreciate the front office manager's role as leader and decision maker.
- Handle the basic techniques of reservations, registration, room allocation and guest accounting
- Design a cleaning routine for rooms, suggesting appropriate materials and equipment to carry out these duties to the highest quality standards.
- Competently operate technology relevant to these departments and to discuss the advantages and disadvantages of the various packages available to hotels.

SYLLABUS

Preliminary Considerations

- Security and safety in the hospitality industry
- Setting up the security programme
- Assessing safety and security equipment, i.e. fire alarms, key suiting etc
- Responsibilities and Emergency Management

Importance of client/accommodation manager in the design process –

- i) functional provision
- ii) spatial provision
- iii) health & safety aspect
- iv) quality aspect
- v) legislative aspect
- vi) fire regulations

Facility Systems

- Water systems
- Electrical systems
- Heating systems
- Lighting systems
- Laundry systems
- Waste Management
- Energy Management
- Hazard Analysis Critical Control Point (H.A.C.C.P.)

Facilities Maintenance

- Predictive management techniques
- Asset management
- Response maintenance
- Preventative maintenance
- Corrective maintenance

Overview of Legal Issues

- Health & Safety Acts
- Fire Regulations
- National Safety Authority

Front Office Operations:

- The Guest Cycle, reservations and registration
- Front Office Responsibilities, front office accounting
- Check-out and settlement, the night audit

Front Office Management

- Planning and Evaluating Operations
- Yield Management
- Managing Human Resources

Introduction to Housekeeping

- The role of housekeeping
- Planning and organising the housekeeping department
- Recruiting, selecting, hiring and orienting
- Training, scheduling, motivating and disciplining

Management Responsibilities of the Executive Housekeeper

- Managing inventories, controlling expenses, safety and security
- Managing an on-premises laundry

Technical Guide for Executive Housekeepers

- Housekeeping chemicals and hazard communication responsibilities
- Guestroom cleaning
- Public area and other types of cleaning
- Ceiling, walls, furniture and fixtures
- Beds, linens and uniforms, Interior design

The role of technology

- IT systems for the hospitality industry
- Benefits
- Costs

WORKLOAD

Contact:	45 hours
Directed Learning:	30 hours
Independent Learning Time:	45 hours

Total **120 hours**

TEACHING & LEARNING METHODS

Lectures and small group tutorials in this module will provide a link between the operational and management aspects of international hospitality services. Practical demonstration, role-play exercises, and video/multi-media tools will be used to deliver the module. Guest speakers and site visits will also provide students with practice in designing appropriate international hospitality accommodation and facilities. Students will be required to work individually and as part of a team as the topic covers the multi-dimensional aspect of hospitality service providers. A group-based project will also be undertaken and will examine an aspect of international accommodation and facilities management. Guidance and feedback will be provided for students as they complete their project. This module is further supported by the Industrial Placement.

INTEGRATION & LINKAGE

The module is significant in that it highlights the importance of facilities and accommodation as a key asset within the hospitality industry. The module is designed to develop students understanding of the need to design, maintain and utilise facilities to meet customer needs. In essence this module helps to build on what students will have learned in other modules such as Organisational Behaviour and Principles of Hospitality Operations in Stage One and links with other modules such as Human Resource Management and Management Accounting in the Second Stage. Additionally it also prepares them for Business Policy in the Third and final stage of the programme and also strengthens and develops their understanding of operational issues which underpin safe and effective business practices.

ASSESSMENT

This broad module will be assessed jointly through course work and an end of semester examination. The examination will be closed book and will account for 60% of the assessment marks. Additionally, students will undertake both an individual class based assessment and a group-based assignment to address key issues in relation to international accommodation and facilities management. Individual study and research will be complemented by practical reflective exercises designed to strengthen and develop students' analytical and practical application skills. Course work for the module accounts for 40% of assessment marks

Exam - 60%

Commentary questions – requiring considerable analysis, reflection and discussion
Analytical questions – evaluation and justification / challenges of safety /security and legal issues from an international perspective
Evaluation/ analysis/ commentary discussion questions regarding relevant roles and functions

Course Work – 40%

Individual Class based - simulated exercises reflecting the role of IT in maintenance and reservations in international hospitality
Detailed project based assignment requiring considerable reflection, participation, teamwork, open discussion and presentation of material

READING LIST

Title	Author	Publisher	Year
Essential			
Front Office Procedures	Abbott, P	Butterworth & Heinemann	1999
Front Office Management &	Deveau, L & Deveau P	Pearson Education	1996

Operations			
Check in- Check Out	Vallen, & Vallen	Pearson Education	2000
The Management of Maintenance and Engineering Systems in the Hospitality Industry 4 th edition	Borsenik, F & Stutts, A	Wiley Publishers	1997
Recommended			
Developing Hospitality Properties and Facilities	Ransley, Josef	Butterworth-Heinemann	2000
Accommodation & Cleaning Services: Management Vol 1 &2	Allen, DM	Hutchison, London	1999
Accommodation Management	Jones, C & Jowett, JV	Hutchison, London	1993

MODULE: HOSPITALITY LAW

Unit Title:	Hospitality Law
Semester:	B2
Stage:	2
Theme:	Legal and Ethical Issues
Credit Points:	6

INTRODUCTION

The legal requirements for the hospitality industry are explored in detail, in particular the rights and responsibilities that the law imposes upon a hospitality manager. It allows students to develop a full appreciation of the possible consequences of failure to satisfy these legal obligations. While set in an Irish context, references will be made to international “common practice” where possible.

AIMS

- To identify and examine the legal issues that govern the environment in which hospitality services are provided.
- To provide the students with a working knowledge of the legal environment in the hospitality industry and of the responsibilities in its implementation for staff and guests alike.
- To pay particular attention to the legal issues associated with food operations and service.
- To identify and examine the legal responsibilities associated with the management of personnel.

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Interpret any legal issues involved in human resource management including recruitment, selection, discipline and dismissal within a hospitality business environment.
- Compare and select appropriate courses of action when faced with legal problems.
- Clarify the rules regarding the rights and liabilities of hospitality managers under existing laws governing the hotel industry.
- Evaluate the legal aspects associated with financial management.
- Examine the potential responsibility of hospitality businesses for loss and injury caused to both customers and employees.

SYLLABUS

Legal Overview of the Legislation affecting the formation and operations of the Hospitality

Industry

- Legal structures
- Jurisdiction and appeal system of the courts
- Health & Safety
- Fire Regulations

Planning and building regulations

- Registration
- Safety & security
- Grading and licensing
- Grant and renewal of and objection to licences
- Regulation of provision of intoxicating liquor
- Licensing of restaurants
- Entertainment permissions
- Public dancing licences

Rules governing Hospitality Operation/Customer Relationship

- Public liability
- Accuracy of brochures and bookings
- The accommodation contract
- Admissions and refusals
- Provision of intoxicating liquor
- Hours of business and extensions
- Theft and loss of property
- Hygiene standards

Terms of Contract and Employment Law

- Terms and conditions
- Minimum notice/wrongful/unfair dismissal
- Redundancy/employment appeals and the labour court
- Health and safety
- Hotel Proprietors Act

WORKLOAD

Contact:	45 hours
Directed Learning:	15 hours
Independent Learning:	60 hours

Total **120 hours**

TEACHING & LEARNING METHODS

Lectures and tutorials for this module will consolidate and build on earlier material introduced in Business Law at stage one. While the lectures will be used to impart a broad level of knowledge, small discussion-based tutorials will provide a forum to give students the opportunity to put their knowledge into action and as such will promote reflection and feedback. This combination of theoretical and practical aspects will encourage independent learning and collaborative efforts within work groups. Case study analysis will be used extensively in this module and students will be required to complete a comprehensive analysis of a particular case study relevant to hospitality law. Guidance and feedback will be provided for students as they complete their analysis. Emphasis will be placed on independent learning and students will need to source and integrate information from a range of sources in their analysis and to supplement their participation in class.

INTEGRATION & LINKAGE

Through their Industrial Placement students will develop an understanding and appreciation of the legal issues and constraints relevant to service providers. This module is of enormous importance in both the study of law and its application and interpretation in relation to international hospitality management.

ASSESSMENT

The coursework of this module accounts for 30% of the assessment marks and is set on an individual basis comprising of case-study analysis to examine issues in relation to hospitality law. The coursework is designed to clearly demonstrate a capacity to critically review material from a range of sources form reasoned opinions and present material in a clear and logical format. On module completion a closed book examination will also be held, accounting for 70% of the marks.

Exam – 70%

Commentary - problem solving questions requiring considerable discussion and reflection

Analytical questions – to review and justify legal implications impacting on various functions of hospitality services

Analytical questions – analysis and synthesis of facts and information, providing a critical review in a systematic manner

Commentary / discussion questions – requiring critical analysis and synthesis of information

Course Work - 30%

Case Study analysis - set for completion on an individual basis demonstrating independent research and analysis, presentation and judgement

READING LIST

Title	Author	Publisher	Year
Essential			
Hospitality Law: Managing Legal Issues in the Hospitality Industry	Barth, SC, & Hayes, DK	Wiley	2001
Recommended			
Legal Aspects of Hospitality Management	Sherry, JH	Wiley	1995
Hotel, Restaurant & Travel Law: A Preventative Approach	Morris, K, Marshall, A, & Cournoyer, NG	Wiley	1998
Principles of Hospitality Law	Boella, M & Pannett, A	Cassells	1999

MODULE: **MARKETING MANAGEMENT & RESEARCH**

Unit Title: Marketing Management & Research
 Semester: B2
 Stage: 2
 Themes: Marketing Management
 Credit Points: 6

INTRODUCTION

This module is designed to provide students with an integrated knowledge of strategic issues in marketing and their management implications. In addition, the application of research for marketing decision-making is also considered. The module is presented in an integrated approach enabling the research process to be understood and applied concurrently.

AIMS

To provide students with a clear understanding of the impact and application of:

- Strategic marketing planning in relation to the international hospitality industry
- The various elements involved in marketing research in the decision making process
- A strategic marketing mix appropriate to the needs of an international service industry
- An appropriate marketing plan designed to target an international market
- Information Technology

LEARNING OUTCOMES

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

- Evaluate the main tasks and concepts associated with marketing management and the marketing research process
- Formulate, implement, manage, monitor and control marketing policies and plans
- Examine underlying concepts of marketing research, market segmentation, targeting and positioning and their impact on marketing management decisions
- Describe in detail what's involved in formulating pricing, promotion, distribution and production policies and measure the effectiveness of the marketing mix strategy
- Measure the effectiveness and performance of a marketing plan
- Explain the value of a Marketing Information System and the active management of a customer portfolio

SYLLABUS

Strategic Planning and the Marketing Concept

- The internal/external marketing environment of the organisation
- Managing the Marketing System
- The Role and Scope of planning in international service marketing
- Corporate strategic planning
- Strategic Marketing Planning

Strategic Marketing Management

- Strategic Visioning, mission statements and marketing objectives
- Understanding customer/competitive positions
- Marketing ethic and social responsibility service organisations
- Market Opportunity Analysis

Marketing Strategy

- Product/Service Strategy in the International Hospitality Industry
- Distribution Strategy
- Communications Strategy
- Pricing Strategy

Marketing Information Systems

- Rationale
- Modelling the marketing information system
- Information assessment and distribution, internal recording systems, marketing intelligence and marketing research
- Analysis of research decisions

Market Research Planning

- Market assessment process
- Value of secondary research data
- Steps in conducting the market research project
- Choosing and evaluating marketing research facilitation agencies

Research Project Management

- Research proposal formulation
- Data collection processes
- Research instrument design
- Quantitative and qualitative research
- Sampling procedures
- Managing field research
- Data preparation and reporting

Data Analysis Techniques

- Univariate, bivariate and multivariate techniques
- Descriptive statistics
- Hypothesis testing
- Dependence and interdependence methods of analysis

Applied Marketing Research Topics

- Product Research
- Test Marketing
- Service Quality research
- Advertising research
- Ethical issues in research

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	45 hours
Total	120 hours

TEACHING & LEARNING METHODS

Material covered in lectures will involve detailed treatment of topics relevant to marketing management and research. Video and other multi-media tools will be utilised wherever possible, and guest speakers will also be invited to discuss hospitality marketing strategy with the students. Tutorials will provide a forum for question and answer sessions and case study analyses to consolidate and review material covered in the lectures at a deeper level. The tutorials will also enable students to assimilate and apply the concepts of marketing management and research from a strategic perspective. These practical class exercises will be incorporated to allow feedback and reflection. Students will be required to carry out case study analysis relating to hospitality marketing management and to construct an appropriate marketing plan based on the analysis. This will require significant application of research skills and will afford the further development of independent learning skills. Guidance and feedback will be provided for students as they complete their analysis.

INTEGRATION & LINKAGE

Having studied the Principles of Marketing in the First Stage of the Programme, students will use the principles learned and apply them specifically to areas such as marketing planning, marketing research and marketing information systems.

ASSESSMENT

The individual based course work for this module will account for 40% of the assessment marks and will consist primarily of individual case study analysis of a hospitality marketing management. The course work will provide the opportunity for students to construct an appropriate marketing plan based on the analysis of material. On module completion a closed book examination will be held and will account for 60% of the marks. Students will be expected to have highly developed research, cognitive

and critical skills at this stage. Their knowledge of marketing management and research must be extensive and any reference to topical examples must be accurate and precise. Their writing style and clarity of expression will also be measured against a higher standard

Exam - 60%

Analytical / evaluation questions – requiring considerable reflection and discussion
 Problem solving questions – detailed analysis, synthesis of material, applying creative thinking skills and sound judgement
 Analytical questions – critical analysis of rules and regulations
 Commentary style questions - discussion analysis of applications of MIS / customer portfolios

Course Work 40%

Individual based case study analysis and marketing plan – independent research and analysis, presentation of material

READING LIST

Title	Author	Publisher	Year
Essential			
Marketing Management, 10 th edition	Kotler, P	Prentice Hall	1999
Recommended			
Marketing Management: Cases for Creative Problem Solving	Weinstein, L & Annvarjula, M	Southwestern	2001
Essentials of Marketing Research	Proctor, T	Pearson Education	2001
Marketing Research: European 1 st Edition	Malhotra & Birks	Prentice Hall	2000

Journals: Journal of Marketing
 European Journal of Marketing
 Journal of Brand Management
 Harvard Business Review

Potential Websites: www.ama.org
www.mmi.ie
www.hbsp.harvard.edu/products/hbr

MODULE: PROFESSIONAL DEVELOPMENT

Unit Title: Professional Development
 Semester: B2
 Stage: 2
 Themes: Personal Development Skills
 Credit Points: 6

INTRODUCTION

This module extends the development of the students' communication skills beyond those presented in the business communication module, so that they may act confidently and appropriately in a range of interpersonal hospitality functions. The module is designed to ensure that students develop the necessary personal attributes to act as confident ambassadors of business both in their Industrial Placement period and later when in full-time employment.

AIMS

To provide students with a clear grounding in :

- Proficiency in language skills and the knowledge to allow them to communicate professionally at the various levels that will be required of them in a business environment
- Researching, analysing and presenting information in a clear and concise business format
- Appreciate the different methods of communication and how they can be used at a professional level in business
- Understand how to undertake Individual/Teamwork development

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Use their oral, aural and written language based skills at an advanced level
- Draw on their extended vocabulary of hospitality terminology
- Apply the study of English language / culture, deepening their insight into hotel and business situations
- Demonstrate usage of aural/oral communication skills to manage a range of social and business situations in the hotel industry
- Read and understand promotional literature / business documentation in English
- Demonstrate a wide range of written skills - business letters, faxes, memos, formal and informal presentations

SYLLABUS

Aural/Oral & Research Activities

- Advanced Research skills
- Advanced listening skills: Interpreting
- Dialogues
- broadcast material
- announcements

Vocabulary skills

- Advanced vocabulary terminology
- Public speaking and voice projection techniques
- Customer Service role play
- Verbal Communication skills with customers
- Interview skills

Written Language

- Writing menus
- Food/Beverages commentary
- Press Releases / commentary of news bulletins
- Report Writing
- Cover Letters & CV
- Paperwork: reservations, confirmations, cancellations etc

Presentation Skills

- Voice Control
- Business vocabulary
- Information presentation
- Visual Aids

Time Management

- Telephone Skills
- Prioritising
- Study Techniques

- Advanced Exam Techniques

Meeting Skills

- Writing the Agenda
- Chairing the Meeting
- Taking the Minutes
- Preparing Feedback

Team Building

- Working with people and teams
- Group Dynamics
- Group Control mechanisms

Project Management

- Planning the nature and scope of the project
- Work Breakdown structure
- Task Sequence
- Assigning People to tasks
- Tracking results

Negotiation Skills

- Negotiation skill/conflict management
- Change Theory
- Legal Considerations in the Workplace

WORKLOAD

Contact:	30 hours
Directed Learning Time:	45 hours
Independent Learning Time:	45 hours

Total **120 hours**

Teaching & Learning Methods

The module will be taught by means of active participation in workshop style classes and small group seminars and tutorials. The emphasis is on the development of business communication skills, advanced writing and presentation skills. The module also focuses on how students can strengthen their approach to working individually and as part of a team. Creative, reflective, practical and logical approaches will be covered to provide an opportunity to apply what has been learned in the lectures to develop a range of skills for the duration of the module. Students will be required to undertake group and individual project based assignments and to present their findings, and to participate in class-based discussions. Guidance and feedback will be provided for students as they complete their project and assignments.

INTEGRATION & LINKAGE

This module is of enormous importance to students, and is designed to develop their verbal and written communications to enable them to communicate professionally within a business context. It builds on material learnt in Stage I of the programme from the module, Language & Communications for Business, and is further developed by the Language Module in Stage III of the programme.

ASSESSMENT

Coursework will account for 70% of the assessment marks and will consist of group and individual project based assignments, as well as class-based discussions and presentations. Students will also be

assessed on their oral and aural performance. A written examination will be held on module completion accounting for 30% of the marks.

Exam –30%

Commentary style questions – requiring critical analysis and reflection
 Commentary / analytical questions – in depth critique / discussion
 Analytical / problem solving questions reflecting ideas and application of these roles in international hospitality

Course Work – 70%

Group / individual project based assignment – requiring significant reflection and participation and presentation of material
 Oral/Aural examinations – role play scenario
 Quality of participation in “open discussions” questions / on completion of project

READING LIST

Title	Author	Publisher	Year
Essential			
Communications for Business Students	Scott, JF	Gill & McMillan	2000
Recommended			
Effective Presentation Skills	Mandel, S	Kogan Page	1997
Manage Your Time	Fry, R	Kogan Page	1997
Effective Interviews	Rogers, J	Marshall Publishing	1998
Study	Barass, R	Chapman & Hall	1994
How to Pass Exams	Orr, F	Harper Collins Publishers	1985

MODULE: INDUSTRIAL PLACEMENT

Unit Title: Industrial Placement
 Stage: End of Semester B2 – Beginning of Semester A3
 Theme: Consolidation of Practical Skills
 Accreditation: Certificate of Achievement

INTRODUCTION

The nature of the Industrial Placement stage is to enable the students to gain practical experience in an operational hospitality environment. The students will have gained practical skills from their involvement in the module Principles of Hospitality Management at stage one and also in the Food and Beverage Management module at stage two. The Industrial Placement will enable students to put these skills and their knowledge of the industry into practice, providing them with a practical learning environment.

AIMS

To provide students with the opportunity to:

- Integrate theory with practice
- Reinforce existing knowledge and skills through practical application
- Develop specialised practical, operational skills relevant to the hospitality industry
- Appreciate the daily challenges which characterise a hospitality organisation

- Gain customer service experience
- Be part of a working team and develop interpersonal and communication skills
- Evaluate their personal strengths and weaknesses in the working environment
- Experience the industry first hand, reflect on that experience and benefit from a supervisor's feedback before embarking on their career

LEARNING OUTCOMES

On completion of the Industrial Placement stage students will:

- Possess practical experience of the daily operational and managerial aspects of a hospitality service provider
- Relate international hospitality management theory to practice.
- Apply and appraise how knowledge and understanding of hospitality management relates to the practical working environment
- Possess a systematic and extensive working knowledge of food and beverage operations
- Develop a wide range of specialised skills relating to hospitality services
- Apply diagnostic, analytical and creative skills to problem-solving situations
- Critically evaluate their practical, managerial and interpersonal experience acquired
- Reflect and report on their strengths and weaknesses and their ability to contribute to the industry.
- Critically evaluate a hospitality organisation, their operational procedures and quality standards and make recommendations for change or improvements
- Conduct a market analysis of a hospitality establishment
- Communicate effectively with customers, team-members and senior staff
- Take responsibility in delivering a high standard of service in the work environment

STRUCTURE

It is expected that students will approximately 50% of the Placement Stage engaged in a Food and Beverage related department, and the remaining 50% in another department, e.g. front office, marketing and sales, customer service.

Examples of areas to be covered during industrial experience include:

- Food and Beverage Service: preparation and service of food and beverage items; customer care; cash handling; product knowledge; knowledge and application of health and safety issues.
- Front Office: customer care; handling queries; check ins/outs; reservations.

WORKLOAD / DURATION

The Industrial Placement will consist of 500 Hours. This equates to approximately 3 months full-time employment based on a 39-hour working week, and would normally be undertaken between the end of Stage two and the beginning of Stage three.

The focus/duration of the placement stage should ideally be divided equally between two hospitality areas one of which should be a food and beverage related service, as outlined above.

TEACHING AND LEARNING METHODS

The student will be assigned a supervisor within the host organisation to train and support the students' learning while on placement. Students will learn from their involvement in the industry and from interacting with experienced hospitality professionals. The teaching / learning approach in the Industrial Placement Stage therefore focuses on students' practical involvement and contribution to the organisation, along with their supervision and regular appraisal by the host organisation.

Students will be required to complete and submit Monthly Diary Sheets (see Appendix 6) during their placement, and a Learning Log (Appendix 5) and Placement Report (Appendix 7) on completion of the Stage. These learning tools require the students to track and reflect on their learning and progress:

- a) The Monthly Diary Sheets require the student to assess their learning during the placement to date.
- b) The Learning Log is a record of skills acquired and is maintained jointly by the students and placement supervisor, and is supported by a site visit from the College Mentor.
- c) The Report is a critical evaluation of the student's overall experience during their placement.

Each learning tool contributes to the overall assessment of the student's performance during their Industrial Placement.

SOURCING & MANAGEMENT OF THE PLACEMENT

Throughout Stages one and two, students will have visited hospitality service providers on site visits. This will assist the students in their choice of operation in which they wish to gain experience for the industrial experience stage. Potential host companies will be sourced as a joint collaboration between GCD Recruitment, the student and the College's hospitality lecturing staff through their contacts with the hospitality industry and through the College's links with CERT, the Council for Education, Recruitment and Training for the tourism industry.

Following commencement, the student's Placement will be managed jointly by the College Mentor – a member of the College's hospitality lecturing staff, and the Placement Supervisor – a supervisory staff member in the host organisation. The student will also be responsible for managing their progress and learning during this stage. The responsibilities of each are outlined below.

1. Responsibilities of the Placement Supervisor

At the start of the Placement Stage each student will be assigned a supervisor from their host company. The Placement Supervisor will liaise with both the student and the College Mentor to ensure that the student's placement and training requirements are fulfilled.

The Placement Supervisor will be responsible for:

- a) Explaining to the student the organisation's rules and regulations regarding time keeping, attendance, health and safety issues, allocated duties and any other specific requirements.
- b) Training and coaching the student in the skills and duties relevant to their Placement.
- c) Ensuring that students gain experience in two departments, one of which will be a Food and Beverage related area.
- d) Making contact with the College Mentor in the event of any problems with the student or the Placement post.
- e) Meeting with the College Mentor during his/her site visit to report on the student's progress.
- f) Maintaining the Learning Logs in conjunction with the student throughout their Placement.

2. Responsibilities of the College Mentor

Prior to their placement, each student will be assigned a member of the hospitality lecturing staff to act as their 'College Mentor' for the duration of the Placement Stage.

Responsibilities of the College Mentor include:

- a) Sourcing and securing an appropriate placement for their student and the appointment of an appropriate supervisor.
- b) Working with the student in liaising with the placement organisation to make the necessary arrangements for the student's employment.
- c) Being aware of the host organisation's rules and regulations regarding time keeping, attendance, health and safety issues, allocated duties and any other specific requirements.
- d) Maintaining contact with the host organisation in order to establish a positive working relationship for both the student and the employer.
- e) Maintaining contact with the student, as required.
- f) Assisting the student in linking their work experience to the skills and knowledge gained in Stages 1 and 2, where appropriate.
- g) Conducting a site visit to the student's host organisation and interviewing the student and Placement Supervisor with regard to the student's progress.
- h) Assisting the Placement Supervisor with any problems arising with the student or the placement post.

- i) Assess the student’s Monthly Diary Sheets, Learning Logs and Placement Report.

3. Responsibilities of the Student

Responsibilities of the student while on Placement include:

- a) Working with the College Mentor in liaising with the placement organisation to make the necessary arrangements for their employment.
- b) Acting professionally at all times while at work.
- c) Adhering to the host organisation’s rules and regulations regarding time keeping, attendance, health and safety issues, allocated duties and any other specific requirements.
- d) Taking direction from their Placement Supervisor with regard to skills training and coaching.
- e) Maintaining contact with the College Mentor, as required.
- f) Completing and submitting the Monthly Diary Sheets each month.
- g) Maintaining the Learning Logs in conjunction with the Placement Supervisor throughout their Placement.
- h) Meeting with the College Mentor during his/her site visit to report on their progress.
- i) Writing and submitting their Placement Report to their College Mentor within one month of completion of their Placement.

Prior to commencing their Placement, students will be informed of their responsibilities. They will also receive a copy of the Industrial Placement Pack which gives details of: the Monthly Diary Sheets; Learning Logs; Site Visits; Placement Report; responsibilities of the College Mentor and Placement Supervisor; details of assessment criteria for the Stage; and support services available to them throughout their Placement.

INTEGRATION AND LINKAGE

The Industrial Placement is intentionally practical in nature, and by virtue of the student’s role at an operational level in a hospitality organisation also means the experience will be multidisciplinary. All previously studied subjects will therefore be drawn upon to some extent as the student will be required to apply the skills and knowledge gained from all elements of the programme studied thus far. In this sense, the Placement is wholly integrated with all aspects of the programme and provides a key experiential link between theory and practice.

In the workplace students will build on their knowledge and skills through application, this experience thus provides a very strong foundation prior to entering Stage 3 of the programme. The Placement stage also offers students an invaluable insight into the daily operations and management of a hospitality organisation, and affords them an opportunity to assess not only the industry first hand but also any particular areas they may wish to pursue in their future careers.

ASSESSMENT

A range of assessment methods will be employed to evaluate students’ performance during the Placement. These are detailed below. Marks for each of the assessment methods will be divided as follows:

-	Monthly Diary Sheets (3 in total)	15%
-	Site visit and learning log assessment	35%
-	Student’s Industrial Placement Report	50%

1. Monthly Diary Sheets

As part of the assessment process students will be required to complete and submit three Diary Sheets (See Appendix 6) to their College Mentor at the end of each month. These Diary Sheets will be a report from the student on their progress during work placement and will require the student to assess their learning during the placement to date. The Diary Sheets will contribute 15% to the overall assessment of the students’ performance during their placement.

2. Learning Log & Site Visits

A Learning Log will be issued to the student at the beginning of the Placement stage (see Appendix 5 for a sample Learning Log related to Food & Beverage Service).

In conjunction with their Placement Supervisor, the student will be required to complete and maintain the Log. As the student becomes competent in various skills the supervisor and the student will sign off the Learning Log. Key skills to be assessed include: practical food and beverage service skills, customer service skills, interpersonal skills, communication skills and skills relevant to other areas of training.

During the Placement Stage students will also be visited in their place of employment by their College Mentor. The Mentor will interview both the student and their supervisor to assess the student's progress and performance in the workplace. The site visit along with the Learning Log will contribute 35% to the overall assessment of the students' performance during their placement.

3. Industrial Placement Report

On completion of the Industrial Placement all students will be required to submit a 4,500-5,000 word Report. The Report will require students to analyse their experience during their Placement, and to link their experience with the skills and knowledge gained from College and will include:

- d) Details of the departments worked in, nature of the work undertaken and the duration and details of the working conditions.
- e) An outline of the skills and knowledge acquired.
- f) A market analysis of the hospitality establishment.
- g) A critical evaluation of the operational procedures and quality standards with recommendations for change or improvements, where appropriate.

The Report represent 50% of the marks allocated to the assessment of the Placement and must be submitted to the College Mentor within one month of completing the Placement, and prior to commencing Year 3 of your degree.

On successful completion of the Industrial Placement Stage, students will be awarded a Certificate of Industry Experience and may advance to the Stage 3 of the degree programme.

MODULE: BUSINESS POLICY I

Unit Title:	Business Policy I
Semester:	A3
Stage:	3
Theme:	Business Environment
Credit Points:	7.5

INTRODUCTION

Business Policy 1 introduces the concept of strategy and the factors affecting strategy formulation in the international hospitality industry. This includes the complexities of corporate operations and resource management in different countries and cultures, analysis of the business environment and principles of international best practice. This subject will enable students to determine and analyse the factors contributing to the strategic development and survival or failure of a hospitality operation, and on the basis of such analysis evaluate long-term strategies which will enable the operation to achieve its corporate objectives.

On completion students will possess an extensive knowledge of role of corporate strategy in the international hospitality industry, and the relationship between the global business environment and strategic decisions made by international hospitality organisations.

AIMS

To provide students with an understanding of:

- Business Policy/Strategic Management and why it is important
- The key concepts of corporate strategy
- The international dimensions of corporate strategy
- How current ideas on corporate strategy have evolved

LEARNING OUTCOMES

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

- Possess a systematic, extensive and comparative knowledge regarding the role of corporate strategy in the international hospitality industry
- Critically review the core areas of corporate strategy relevant to the international hospitality industry including the process, content and context of strategy
- Critically evaluate new knowledge and the theories, concepts and principles of international best practice with reference to emergent corporate strategy and modelling techniques
- Analyse the relationship between the global business environment and strategic decisions made by international hospitality organisations
- Evaluate evidence, arguments and assumptions relating to the strategic implications of the changing marketplace for the current and future international hospitality market
- Review the international market and cultural perspectives, and appreciate the variety of factors to be considered when marketing to international customers
- Exercise judgement and skill in planning, design, and implementing the cost-effective use of resources
- Analyse the effect on, and diagnose potential issues arising from the impact of operating globally on organisational culture
- Critically appraise the relationship between financial and corporate objectives and international aspects of managing financial resources and determine appropriate measures to achieve objectives and goals
- Assess the role of operations in adding value and achieving sustainable competitive advantage in the international hospitality sector
- Autonomously research and utilise a variety of primary sources to obtain relevant information on international hospitality management and strategy
- Communicate effectively and discuss and present ideas clearly and professionally

SYLLABUS

Introduction to Strategy

- What is Corporate Strategy?
- Core areas of Corporate Strategy
- Process, content and context
- What makes good strategy?

A Review of Theory and Practice

- Historical foundation of Strategy
- Prescriptive strategy in practice
- Emergent corporate strategy in practice
- Strategy as history – the contributions of Penrose and Chandler

Analysis of the Environment

- Exploring the environment
- Analysing the general environment
- Scanning the environment for opportunities and threats
- Monitoring the environment
- Forecasting the environment
- Analysing the rate of growth

- Key factors for success
- Analysing the competitive industry environment
- Analysing competitors
- Analysing customers and market segmentation
- Scenario planning

Analysis of Markets and Competitors

- Sustainable competitive advantage
- Analysing the role of government
- The intensity of competition in industry
- Aggressive competitive strategies
- Strategic groups within industry
- Product Portfolio Analysis
- Distributor analysis
- International markets and competition

Analysing Customers

- Customers and customer driven strategy
- Analysing customer value added
- Customer profiling and sustainable competitive advantage
- Strategy implications – branding
- Strategy implications – communicating with stakeholders
- International customer considerations

Analysis of Resources

- Prescriptive and emergent strategies to resource issues
- Analysing the resources of an individual organisation
- Resource analysis and value added
- The value chain
- The contribution of Ricardo
- Resource analysis and competitive advantage

Analysis of Human Resources

- Human resource audit
- Analysis of organisational culture
- Analysis of strategic change in an organisation
- Analysis of power and politics
- The contribution of Miles and Snow
- International cultural perspectives

Analysing Financial Resources

- Sources of Finance
- Cost of funds and the optimal capital structure
- Financial appraisal of strategy proposals
- Financial management and added value organisation shareholder wealth
- Relationship between financial and corporate objectives
- International aspects of financial resources

Analysing Operations Resources

- Operations and Corporate Strategy
- Analysis of the operations environment
- The role of operations in adding value and achieving sustainable competitive advantage
- Operations activities and corporate strategy

WORKLOAD

Contact: 60 hours
 Directed Learning Time: 15 hours

Independent Learning Time: 75 hours

Total 150 hours

TEACHING & LEARNING METHODS

This module will be delivered by means of participative lectures, tutorials and seminars. Depth of coverage will be emphasised and students will be expected to undertake significant prior reading and engage in substantial self-directed study and preparation for these classes. Regular student presentations will form part of module delivery whereby students will be required to analyse, discuss and present case studies and information relating the industry specifically chosen to include all aspects of business policy (including official publications, journal papers etc.). Due to the interdisciplinary nature of the module guest speakers will also be invited on a regular basis to share industry experiences and promote thorough understanding of the theory and practice of corporate strategy. Students will be required to conduct significant research and analysis of one case study dealing with aspects of corporate strategy in a hospitality sector. Lecturers will be available for guidance and feedback during the course of this assignment as required.

INTEGRATION & LINKAGE

This module is very closely linked with all other business modules on the programme. However it is also integrated to the Food and Beverage and International Accommodation & Facilities modules in Stage II in terms of value added and sustainable competitive advantage to create and keep customers in the service industry.

ASSESSMENT

Course work for this module will consist of Case study analysis, which will require students to apply in-depth analysis, research, and critical thinking skills, and will account for 40% of the assessment marks. The case study will involve a thorough evaluation of the material, / courses of action available, feasibility of options and full supporting information to defend their chosen options. A written examination will also be held on module completion accounting for the remaining 60% of the assessment marks and will be used to further apply their learning and understanding to their evaluation and analysis.

Examination - 60%

Sample analytical questions:

- evaluating and interpreting the principles and concepts of corporate strategy
- analysis and synthesis of problems / identification / justification of solutions

Sample commentary style questions:

- critique requiring challenge / evaluation / presenting a reasoned argument
- critique requiring reflection / reformatting information

Course Work – 40%

Case Study Analysis:

One Case Study, individually analysed to examine and interpret best business practice and codes of conduct / formulating alternative courses of action / justification and defense of material.

READING LIST

Title	Author	Publisher	Year
Essential			
Corporate Strategy, 2 nd Edition	Lynch, Richard	Financial Times, Pitman	2000
Recommended			
Exploring Corporate Strategy 5 th Edition	Johnson & Scholes	Prentice Hall	1999
Cases in Strategic Management	Clarke-Hill & Glaister	Pitman Publishing	1995

MODULE: BUSINESS POLICY 2

Unit Title:	Business Policy 2
Semester:	B3
Stage:	3
Themes:	Business Environment
Credit Points:	7.5

INTRODUCTION

Business Policy 2 builds on the subject matter covered in Business Policy 1 by examining the process of strategy development, planning and implementation in international hospitality organisations. The module takes students through shaping the purpose of the organisation to developing corporate objectives and generating strategic options. Case studies chosen from a variety of national and international perspectives, will be used to evaluate strategic planning decisions undertaken by hospitality organisations, and this analysis will be underpinned using core texts and with reference to business strategy models. Factors affecting the implementation process, strategic planning, control and change in a wide and varied set of circumstances and organisations will also be examined.

On completion students will possess the knowledge and analytical skills needed to appraise an organisation's strategies and to participate in the process of strategy development.

AIMS

To provide students with a full understanding of:-:

- How appropriate strategic planning is conducted
- A range of strategy options arising from particular opportunities
- The organisational structures and styles appropriate for chosen strategies
- Business interrelationships and interdependencies underpinning the various elements of strategy
- The way strategic management is changing

LEARNING OUTCOMES

On completion of this course successful students will be able to:

- Possess an extensive and systematic knowledge of corporate strategy and appraise the process of strategic planning/strategy development in the international hospitality industry
- Identify and debate the main resource based opportunities available to an international hospitality organisation and assess the strategic options arising from these opportunities
- Evaluate the evidence and arguments underlying the role of technology and innovation in creating competitive advantage in an international hospitality organisation
- Appreciate the role of ethical considerations and stakeholder interests when devising organisational objectives and strategy
- Critically examine how emergent strategic considerations in the hospitality industry can alter the managerial decision-making process
- Review international organisational structures and styles and apply diagnostic, analytical and creative skills to choose appropriate structures and styles for achieving particular strategies
- Examine and debate how the various elements of strategy can be brought together
- Exercise judgement and apply skill in resource allocation when implementing strategy
- Appraise the effects of managing strategic change successfully, and determine and achieve successful outcomes
- Source and research information relevant to strategic change in the international hospitality sector and utilise this information in assignments and discussions
- Formulate a critique of how strategic management is changing in the international hospitality industry

Communicate ideas and information effectively as a team-member and in discussions, and when giving presentations/presenting case analyses.

SYLLABUS

Purpose of the Organisation

- Shaping the purpose of the organisation
- Developing a strategic vision for the future
- Ethical considerations
- Corporate governance and the purpose of the organisation
- Knowledge creation and purpose
- Using technology to create competitive advantage
- Innovation and Purpose

Purpose Delivered through Mission and Objectives

- Stakeholder analysis
- Developing Objectives
- Corporate, functional and business objectives
- Emergent strategy perspectives

Developing the Strategy

- Generic Strategies
- Market Option matrix
- Resource based strategic options
- Conclusions on generating strategic options

Strategy Evaluation and Development: The Prescriptive Process

- Strategy content
- Applying empirical evidence and guidelines
- Prescriptive model of corporate strategy
- International corporate strategy selection

Strategy, Structure and Style

- The basic relationship between strategy and structure
- Chandler's contribution
- Williamson's contribution
- The choice of management style and culture

The Implementation Process

- Resource allocation strategic planning and control
- Organisational structure and people issues
- International expansion and globalisation strategies
- The dynamics of strategy development
- Managing strategic change

WORKLOAD

Contact: 60 hours
Directed Learning Time: 15 hours
Independent Learning Time: 75 hours

Total: 150 hours

TEACHING & LEARNING METHODS

This module will be delivered by means of participative lectures, tutorials and seminars. Depth of coverage will be emphasised and students will be expected to undertake significant prior reading and

engage in substantial self-directed study and preparation for these classes. Regular student presentations will form part of module delivery whereby students will be required to analyse, discuss and present case studies and information relating the industry specifically chosen to include all aspects of business policy (including official publications, journal papers etc.). Due to the interdisciplinary nature of the module guest speakers will also be invited on a regular basis to share industry experiences and promote thorough understanding of the theory and practice of corporate strategy. Students will be required to undertake an individual Case Study Analysis and examine range of strategic options open to a particular hospitality organisation. A group Case Study Analysis is also required as part of the assessment for this module and will involve group / team work to appraise a business scenario and formulate appropriate business solutions. Lecturers will be available for guidance and feedback during the course of this assignment as required.

INTEGRATION & LINKAGE

This module is very closely linked with all other business modules on the programme. However it is also integrated with the International Food & Beverages and International Accommodation and Facilities modules in Stage II in terms of value added and sustainable competitive advantage to create and keep customers in the service industry.

ASSESSMENT

In this module students will be required to undertake two assignments which account for 40% of the overall marks (2x20%). The first assignment which is individually based will involve the students examination of the range of strategic options open to a particular hospitality organisation. The second assessment will require the same critical thinking skills but will require students to work in groups to evaluate a business scenario, present and justify the reasons for their success or failure, and make sound judgments on alternative suggestions to rectify/improve the situation. A closed book written examination will also be held on module completion accounting for the remaining 60% of the assessment marks.

Examination – 60%

Analytical/ discussion questions: e.g. evaluation of internal/external environment on strategic management

Hypothetical / analytical questions: e.g. demonstrate the interdisciplinary characteristics of corporate strategy

Commentary /analytical questions: e.g. detailed critique of structures and style impacting on corporate strategy

Course work – 40%

Individual Case Study Analysis: researching / reporting on the range of strategic options open to an organisation.

Group Case Study Analysis: group / team work to appraise a business scenario and formulate appropriate business solutions.

READING LIST

Title	Author	Publisher	Year
Essential			
Corporate Strategy, 2 nd Edition	Lynch, Richard	Financial Times, Pitman	2000
Recommended			
Exploring Corporate Strategy 5 th Edition	Johnson & Scholes	Prentice Hall	1999
Cases in Strategic Management	Clarke-Hill & Glaister	Pitman Publishing	1995
Cases in Strategic Management	Naylor, J	Pitman Publishing	1995

MODULE: PROJECT

Unit Title:	Project
Semester:	B3
Stage:	3
Themes:	Personal Development Skills
Credit Points:	7.5

INTRODUCTION

In the final stage of the degree programme, students will be required to complete a major individual project in their chosen field of specialisation. Unlike practical and written assignments in Stages I and 2 which only form part of the module assessment, this major project will have a weighting equivalent to a full Stage 3 module. As students will be entering the workforce on completion of Stage 3, it is appropriate that they gain first hand experience of completing a significant project on an individual basis to advance their preparedness for industry employment.

The project module is specifically designed to advance a number of key programme aims. In particular, it requires students to research information from a variety of sources, to analyse and interpret the data obtained in order to reach appropriate and defensible findings and recommendations. The size of the project requires them to integrate data and information from a broad range of industry sources and orientations (e.g. marketing, social, financial, technical, political, etc.) and to apply project management principles to its successful and timely completion. The project module also requires them to develop their oral and written communication skills in presenting their findings in both written and oral form to a panel of assessors.

The project will require a considerable amount of research to supplement the analysis, development and documentation stages. This research requirement serves the purpose of familiarising the student with the depth of available research on selected topics and of avoiding an inclination of duplicating previous work. Students will be guided through the stages of producing a project title and scope, research design and methodology, and will be required to provide detailed annotated bibliographies and literature reviews in support of their findings. They will also be given guidance and support in the development of their presentation and communication skills.

Aims

- To develop the students' research, intellectual and practical skills within the context of a significant hospitality specific project or issue.
- To develop the students' managerial skills and professionalism in terms of project management and communication.
- To develop and improve students' ability to identify and source relevant industry information.
- To ensure students' ability to investigate and evaluate a range of materials and apply critical thinking and problem solving skills
- To develop the students' personal skills as independent learners and as innovative, forward thinking individuals.
- To advance the students' graduate employment opportunities by developing their transferable, problem based learning skills.
- To prepare a basis for the students' career-long commitment to learning by applying their academic analysis skills to an industry based project or issue.

Learning Outcomes

On completion of this module students will have:

- Have a systematic and comprehensive understanding of the purpose, value and role of research in the management and development of business
- Possess an extensive and comparative knowledge of the wide variety of information sources available to international hospitality management

Demonstrate autonomy with reference to sourcing and extracting relevant information from a range of primary sources of information

Critically review a body of knowledge relevant to international hospitality management to identify pertinent and timely industry specific issues

Evaluate evidence, arguments and assumptions underlying existing information regarding industry specific issues to generate hypotheses

Utilise data emanating from the analysis of international hospitality market trends, the current industry environment and relevant financial information

Understand the complex body of knowledge underlying the employment of research tools, various data analysis techniques, and issues relevant to data reliability and interpretation

Exercise judgement and problem-solving skills in the design and management of key elements and stages of the research process to address an issue in international hospitality

Apply diagnostic, analytical and creative skills to the interpretation of data and/or information arising from research

Gather authoritative evidence to support findings

Appreciate the ethical considerations of conducting research

Contribute to and extend an existing body of knowledge relating to international hospitality management

Communicate results of a project effectively, and present oneself and one's data in a professional manner to an audience of peers, lecturers and industry specialists

SYLLABUS

Business Research:

- Purpose, Value and Role of Research
- Conducting Business / Industry Research

The Research Process:

- Identifying the area of study
- Setting Objectives
- Designing the Study
- Research Design / Target Sampling Plan
- Deskwork / Fieldwork
- Data Analysis and Interpretation
- Communicating Research Findings
- Project Scheduling and Management

Data Sources

- National and International Sources (e.g. Government, Trade Statistics)
- Printed and Electronic Sources
- Comparative trans-national industry sector studies
- MNC / company reports (D&B)

Market Analysis

- Market Size
- Market Share: National / International Competitors
- Trends

Financial Analysis (Review)

- Pricing, CVP Analysis
- Financial Ratios
- Forecasting Methods
- Budgetary Control

Financial Management

- Sources of Finance and Capital Structures
- Venture Capital: Expectations and Requirements
- Suitability of various forms of finance to different organizations and circumstances
- Evaluation of Investment Decisions

- Set up Costs
- Relevant Cash Flows
- Payback Period / IRR
- Importance of Working Capital Management
- Key Financial Performance Indicators

Industry Environment Analysis: (Review)

- Political and Legal Considerations
- Economic and Social Considerations
- Technological Considerations
- Prevailing National and International Trends
- Gathering authoritative evidence to support findings

Data Reliability Issues:

- Authority of Quantitative / Qualitative Data
- Issues of Validity, Reliability, Subjectivity
- Accuracy and Presentation Bias
- Ethical Considerations

Primary Research

- Questionnaire design: wording, formal, sequence, content
- Interviewing: Personal, telephone, mail
- Attitude Measurement: approaches, rating, ranking
- Depth interviews, focus groups
- Pilot testing
- Pitfalls to avoid

Data Analysis Techniques (Review)

- Univariate, bivariate and multivariate techniques
- Descriptive Statistics
- Hypothesis Testing
- Statistical Significance: Types and Choice of Tests
- Use of computers to assist analysis: - SPSS
- Reading Statistical Tables

Presenting Data

- Graphical and Tabular presentation of findings
- Relating findings back to hypotheses
- Documenting Supporting Resources: Referencing and Citation Techniques
- Writing and presenting professionally for intended audience

WORKLOAD

Contact:	15 hours
Directed Learning:	30 hours
Independent Learning Time:	105 hours
Total	150 hours

Teaching/Learning Methods

The module is designed to provide students with the academic skill and knowledge necessary to conduct their dissertation / business plan. Support will be delivered in an on-going basis to supplement the taught practical elements of the research process. Group based tutorials and one-to-one review and feedback session to provide discussion and feedback will assist students in the design of their research proposal, research methodology, report writing and the presentation of their material.

Students will maintain regular contact with their appointed project supervisor throughout the process of their research. Students will be regularly monitored and review of their progress will be undertaken to ensure their project and time management skills are developed and applied throughout the entire duration of the project.

Integration and Linkage

The focus of Project is intentionally multidisciplinary. Students will draw heavily on research skills as they seek out and extract information from a variety of sources. Previous experience with Case Study Analysis will be relevant as they analyse and interpret the data obtained in order to reach appropriate and defensible findings and recommendations. The size of the project will necessitate the integration of data and information from a broad range of industry sources and orientations (e.g. marketing, social, financial, technical, political, etc.) and to apply project management principles to its successful and timely completion. The Project will also draw on their practical industry experience as they explore and interpret information, and generate new insights to extend the specialist area they have chosen to investigate. With the conclusion of the project and its presentation findings in both written and oral form to a panel of assessors students will draw on and further develop their oral and written communication skills.

Whatever specialist subject they choose to investigate, students will be required to draw on all elements of the programme to support the research, analysis, development and documentation. In this sense, the Project is very much the definitive integrative module which pulls together and links all knowledge and skills gained on the programme.

ASSESSMENT

This module will be assessed entirely on the student's project (100%). Marks will be divided between the student's performance in conducting the project, and their written and oral presentations.

READING LIST

Title	Author	Publisher	Year
Essential			
Business Research Projects	Jankowicz, AD	Thomson Learning.	2000
Marketing Research	Malhotra & Birks	Prentice Hall	2000
Recommended			
Doing Your Research Project	Bell, J	Open University Press	1999
Research Methods for Managers	Gill, J & Johnson, P	Paul Chapman Publishing	1997
Essential Data Skills for Business and Management,	Hurd S & Mangan J (Eds)	Statistics for Business Ltd.	2001
Doing a Literature Review, Sage Publications Ltd.	Hart, C	Sage Publications	1998
Effective Presentation skills.	Mandel, S	Kogan Page	1997
Quantitative Data Analysis with SPSS	Bryman, A & Cramer, D	Routledge	2001
Researching and Writing Dissertations in Business and Management	Riley, M, Wood, RC, Clark MA, Wilkie, E & Szivas, E	Thomson Learning	2000
Research Methods for Business Students	Saunders, M, Lewis, P & Thornhill, A	Financial Times / Prentice Hall	2002; 3 rd Ed
Communication for Business Students	Scott, JF	Gill & MacMillan	2000
Writing Your Dissertation: How to Plan, Prepare and Present Successful Work	Swetnam, D	How To Books, Oxford	2000

Business Research Methods	Zikmund, WG	Dryden	2000 6 th Edition,
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MODULE: INTERNATIONAL TRAVEL, TOURISM & HOSPITALITY

Unit Title:	International Travel, Tourism & Hospitality
Semester:	A3
Stage:	3
Themes:	Business Environment
Credit Points:	7.5

INTRODUCTION

This module deals with the patterns, principles and management of international travel and tourism and examines its role within the international hospitality industry. Students will learn about past, current and possible future trends in global travel, tourism and hospitality services and products and will evaluate the barriers to future development and expansion at local, national and international levels. The module examines the global impact of travel, tourism and hospitality services on local and global economy, society, culture and legislation. On completion, students will also be able to employ technology and data analysis in the appraisal of supply and demand, and development and improvement of travel and tourism services within the international hospitality sector.

AIMS

To provide students with a clear understanding of:

- The scale, patterns and flow of international tourism and its impact on the hospitality industry
- Global barriers at local and international scale of the mobility of tourists
- The importance of international hospitality as part of the tourism product/service
- Statistical data to evaluate international supply and demand for travel, tourism and hospitality services
- The trends and developments in technology which impact on travel, tourism and hospitality services

LEARNING OUTCOMES

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

- Possess a complex understanding of past, current and possible future trends in global travel, tourism and hospitality services and products
- Appreciate the challenges facing ITTH including the barriers to future development and expansion at local, national and international levels
- Evaluate the contributory roles of the component parts of the TTH products/services particularly with regard to attractions, accommodation, transport etc.
- Critically examine the global impact of travel, tourism and hospitality services on local and global economy
- Understand how society, culture and legislature is affected by increasing travel and tourism
- Appraise the role of intermediaries and critically evaluate their contribution to the international hospitality industry
- Assess the component parts of the service package for international customers, and critically examine the role of hospitality in travel & tourism products
- Utilise statistical information to determine supply and demand of ITTH products/services
- Apply data when developing and planning improvements in ITTH products/services
- Evaluate the impact of technology on ITTH and assess the possible impact of future IT developments on the ITTH

Independently source and review relevant information on ITTH, and apply this information in discussion, when constructing reports and assignments and when analysing industry information

SYLLABUS

An Overview of the International Travel, Tourism & Hospitality Industry (ITTH)

- Traditional patterns and flows of ITTH
- Future trends and developments in ITTH
- Challenges facing ITTH

Barriers to ITTH

- Distance, Safety, Stability, Cost, Time, Legal, Social & Cultural
- Local level
- National level
- International level

Component parts of the TTH products/services

- Intermediaries – booking agents and representatives
- Attractions, historical, religious, sporting, educational etc
- Accommodation, types, availability, standards etc
- Transport, rail, road, air, sea etc

The Role of Hospitality in Travel & Tourism Products

- The integrated service experience
- Brand image of hospitality products/services
- Reputation, reliability and quality

The impact of International ITTH

- On the economy
- On society
- On culture
- On political/legislation
- On educational developments

Planning and Information on ITTH

- Statistical approaches to determine supply and demand of ITTH products/services
- Interpretation of available data to plan and develop ITTH products/services
- Use of information to improve ITTH products/services

Impact of Technology on ITTH

- Access
- Availability
- Cost
- Speed of processes
- Trends and developments of IT in the future
- The impact of change

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	75 hours
Total	150 hours

Teaching and Learning Methods

This module will be delivered through a range of lectures, workshops, site visits, guest speakers and small group tutorials. The lectures will focus on the theoretical aspects of the topic and practical examples of International Travel, Tourism & Hospitality. An interactive and participative approach to tutorials will be emphasised where class discussions and presentations will take place. This module will also involve site visits and guest speaker seminars. The key aim of these methods is to place International Travel, Tourism & Hospitality within the overall context of the international hospitality industry. Case studies/videos and core texts will also be used and students will be required to undertake extensive reading prior to lectures and tutorials. In addition, students will need to undertake significant independent work in preparation of their Individual Portfolio which will assess individual component parts of the international service package. Lecturers will be available for guidance and feedback during the course of this assignment as required.

INTEGRATION & LINKAGE

This module is significant in that it demonstrates the way in which Hospitality is interrelated with Travel and Tourism. Knowledge of the Travel & Tourism industry is essential in terms of how it impacts services and products offered within the context of international hospitality. On successful completion of this module, students will have a solid understanding of the complexities of the hospitality industry and can integrate material learned from modules such as Business Policy 1 & 2.

Assessment

The course work for this module will involve the students constructing an Individual Portfolio which accounts for 50% of the overall assignment marks. This practical piece of evidence will involve students assessing individual component parts of the international service package and will ensure understanding of the complex nature of the hospitality service market from an international perspective. They will be required to generate and research material, observe and reflect on what they've learned and provide detailed explanation of the positive and negative aspects of the international service package. On module completion a closed book examination will be held and will account for the remaining 50% of the assessment marks.

Examination – 60%

Commentary / analytical questions - defining and classifying complex information
 Analytical evaluation questions – justification / challenges in relation to the international travel, tourism and hospitality industry
 Hypothetical / analytical questions / analyzing and debating role / application of IT

Course work – 40%

Individual Portfolio of evidence – demonstrating research, analysis, problem solving, synthesis, critical thinking skills

READING LIST

Title	Author	Publisher	Year
Essential			
Tourism: Principles & Practice 2nd edition	Cooper, C, Fletcher, J, Gilbert, D, Shepherd, R & Wanhill S	Longman	1998
Global Alliances in Tourism & Hospitality Management	Crotts, JC, Buhalls, D, March, R	Hawthorn	2000
Recommended			
Global Directions: New Strategies for Hospitality & Tourism	Terare, R, Farber, B, Brown, G	Continuum	1997
Consumer Behaviour in Tourism: An International Perspective	Swarbrooke, J	Butterworth-Heinemann	1998
Global Tourism: The next decade	Theobold, W	Butterworth-Heinemann	1995

Global Tourism Forecasts to the Year 2000 and Beyond:	World Tourism Series	Unipub	1995
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MODULE: INTERNATIONAL SERVICES MARKETING

Unit Title:	International Services Marketing
Semester:	A3
Stage:	3
Theme:	Marketing Management
Credit Points:	7.5

INTRODUCTION

This module is designed to strengthen and develop the students' ability to analyse and understand, evaluate and manage services in the international hospitality market. The module emphasises the key elements involved in managing the marketing variables of a hospitality organisation operating in the global market including the impact of environmental and legal factors. Students will also examine the key characteristics of delivering services cross-culturally and the strategic challenges of planning and evaluating the international market for hospitality services. The module will also evaluate the role of the internet in services marketing and issues involved in managing cyber customers/delivering services over the web.

Emphasis will be placed on team-work for the formulation of a group-based hospitality services marketing plan, while analytical and planning skills will be reinforced via extensive use of case studies, exercises, class discussions and appraisal of multi-national and indigenous companies in both national and international hospitality markets.

AIMS

To provide students with a in-depth understanding of:

- International Marketing Theory
- The challenges of marketing to a non-domestic market
- The implications and risks of globalisation
- The external factors influencing international marketing
- The challenges of international research
- The delivery of international services
- The impact of technology on international marketing practices and procedures

LEARNING OUTCOMES

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

- Understand the complex body of knowledge pertaining to International Services Marketing
- Possess a systematic, extensive and comparative knowledge of the socio-cultural and political factors affecting international marketing
- Critically evaluate the impact of international legal frameworks on international services marketing
- Review and examine the economic environment within which international services marketing operates
- Evaluate evidence, arguments and assumptions underlying the challenges and risks presented by going global
- Critically evaluate the key characteristics of delivering services cross-culturally
- Analyse and appraise the theory of globalisation
- Explore the strategic challenges of planning and evaluating international market research
- Critically appraise the role of international marketing information systems

- Apply research skills to source information when devising and designing an international services marketing plan
- Apply diagnostic, analytical and creative skills when proposing improvement strategies for the successful delivery of international services
- Evaluate international Product/Distribution/Pricing/Promotional policies and systems
- Exercise judgement in auditing international marketing efforts
- Possess a thorough and comparative knowledge of quality, the importance of standards of service and International Customer Services Systems
- Understand the challenges of the internet to international marketing and the implications of managing cyber customers and services

SYLLABUS

International Marketing: An Overview

- Defining International Services Marketing
- Analysing the evolution of domestic to international marketing
- The World economy and relevant economic/trade concepts & theories

Environmental factors affecting international marketing

- Socio-Cultural characteristics of International Marketing
- Elements of culture, analysis of influence
- Political Environment
- Political risk identification and management
- International Legal Frameworks
- Economic Environment, Patterns of Trade, Labour Force and the World Economy

International Marketing Intelligence Systems

- The strategic challenges of planning and evaluating international market research
- Developing and maintaining an international marketing information system

International Marketing Management

- The international strategic planning process
- The international marketing mix
- Franchising Hospitality Services
- Relationship Marketing
- International Product/Distribution/Pricing/Promotional policies and systems
- Managing and auditing the international marketing effort

International Marketing of Services

- Analysis of international services
- Key characteristics of delivering services cross-culturally
- Defining and delivering quality and setting standards of service
- International Customer Services Systems

International Internet Marketing

- The implication of the cyber customer
- Managing the cyber customer & services
- Challenges of the internet and international marketing

Workload

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	75 hours

Total **150 hours**

Teaching and Learning Methods

This module will be delivered through a combination of lectures and participative small group tutorials. Further material will also be delivered through core texts, case studies and relevant industry publications/research. International Services Marketing specialists will be invited to deliver seminars to supplement module delivery. Videos and other multi-media tools will often be used to examine different marketing strategies in international hospitality services. Emphasis will be placed on the integration of material from a wide range of sources and students will be required to undertake significant preparation and reading prior to lectures and tutorials. Group work will also be an integral part of this module as students conduct their group marketing Plan. Class discussions / exercises based on marketing topics reported in core texts, and analysis of international marketing journals/media and case studies will support students as they undertake their individual case study analysis. Lecturers will be available for guidance and feedback during the course of this assignment as required.

INTEGRATION & LINKAGE

Currently international marketing is one of the key cornerstones of all global businesses. Students entering the international hospitality industry must have competent knowledge of all aspects of developing both domestic and international marketing strategies. The module builds on material learned in the Principles of Marketing in Stage I, and in the module Marketing Management and Research in Stage II. Equally, Business Policy both 1 & 2 will be great value to students studying this module.

Assessment

For this module students will be required to undertake both individual and group based course work. It is anticipated that the course work will further demonstrate students' ability to work/study independently and to refine their communication skills and abilities to work effectively within a team. The two pieces of course work (2 x 20%) will collectively account for 50% of the assessment marks. On module completion, an end of semester closed book exam will also be held, and will account for the remaining 60% of the assessment marks.

Examination – 60%

Analytical / evaluation questions: e.g. critique of major theories and concepts of service marketing
 Hypothetical questions: e.g. analysis / critique of IT uses / applications / limitations
 Commentary analysis: e.g. evaluation questions – to reinforce understanding of marketing strategy in relation to international services

Course Work – 40%

Case Study analysis: set on an individual basis to review, and reconfigure information and present reasoned / balanced argument
 Marketing Plan: set on a group basis students will be required to prepare an outline international services marketing plan

READING LIST

Title	Author	Publisher	Year
Essential			
International Marketing 8th ed	Cateora	Irwin	2000
Recommended			
Global Marketing 2nd edition	Keegan, WJ & Green MC	Prentice Hall	1999
Global Marketing Management	Masaaki Kotabe, Kristiann Helsen	John Wiley & Sons	2000
Global Marketing: Foreign Entry, Local Management and Global Management	Johansson, J K	Irwin/McGraw-Hill	1999

MODULE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit Title:	International Human Resource Management
Semester:	A3
Stage:	3
Theme:	Human Resource Management
Credit Points:	7.5

INTRODUCTION

This module draws on previously studied subjects including Organisational Behaviour and International Hospitality Management in Stage 1, and Human Resource Management in Stage 2 of the programme and is designed deepen students' understanding of the strategic management of human resources in an international hospitality organisation. The module covers the influence of cross-cultural issues on organisations, and examines factors involved in selecting and managing an international workforce. Students will evaluate industrial relations and labour laws from the perspective of managing an international hospitality organisation, and will address key issues such as employee development, and expatriation /repatriation. In the course of the module students will evaluate and appraise relevant theory in order to inform their practice as hospitality managers. Students will also acquire the necessary skills and knowledge to plan and develop a suitable IHRM training and development strategy for an international hospitality service workforce.

AIMS

To provide students with:-

- A clear understanding of the various purposes and principles underlying contemporary International Human Resource Management
- The ability to critically analyse the scope of emerging issues in managing a global workforce
- An in-depth understanding of the changing HR environment within the international hospitality industry, and the implications for managing people and their work
- An understanding of how to plan and apply an effective IHRM strategy for an organisation within the hospitality industry
- An appreciation of the issues involved in training, development and co-ordination of an international workforce
- An awareness and understanding of the sociological and cultural diversity of an international workforce
- The ability to evaluate European social policy and European Industrial Relations
- A working knowledge of some contemporary approaches to International Human Resource Management

LEARNING OUTCOMES

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

- Possess an extensive understanding of the factors underlying the globalisation of Human Resource Management, with particular reference to the hospitality industry
- Critically evaluate the impact of international changes and trends in the environment, competition and the dynamics of the labour force on HRM in hospitality organisations
- Appreciate the influences of cross-cultural issues on hospitality organisations
- Critically review existing global training and appraisal systems for a cross-cultural hospitality workforce
- Understand the issues to be considered when selecting and managing an international body of employees

- Appraise the contribution of communications and intercultural skills training programmes in managing a cross-cultural hospitality workforce
- Critically examine industrial relations policies and practices within multinational hospitality organisations
- Understand the legal and ethical environment within which international hospitality HRM must operate
- Review global practices in compensation, benefits and reward systems and assess the impact of global practice on hospitality organisations operating internationally
- Examine the factors affecting expatriate managers and employees
- Understand the complex body of knowledge pertaining to European Social Policy and European Industrial Relations and understand how these affect international hospitality organisations
- Analyse and review a hospitality organisation's international training, monitoring and development strategy
- Apply research skills and exercise judgement when planning and developing a suitable IHRM training and development strategy for an international hospitality service workforce
- Communicate effectively during group-work and take responsibility for determining and achieving appropriate outcomes when working in groups

SYLLABUS

The Globalisation of Human Resource Management

- Introduction and Overview of Domestic HRM and IHRM
- The professionalism of HRM
- International trends in the labour force
- The impact of the environment, competition and the dynamics of the labour force on HRM

Selecting and Managing International Workforce

- The influences of cross-cultural issues on organisations
- Selection, evaluation and coaching of international employees
- Developing Planning, Communications and Intercultural skills to manage a cross-cultural workforce
- Global training and appraisal systems for a cross-cultural workforce
- Compensation and performance measure: an international perspective

International Organisations and Industrial Relations

- Corporate Culture and change
- Policies and practices of multi-national companies
- Employment and Labour Laws: an international perspective
- The influence of Trade Unions
- Equal Opportunities
- Employment relations

International Compensation and Benefits

- Theory of Employee Development
- Objectives of International Compensation
- Benchmarking global practices
- Motivation and Reward systems
- Problems with global compensation

Expatriation and Repatriation

- Characteristics of effective expatriate managers
- The role of family
- Dealing with culture shock
- Successful repatriation practices

Legislation and the international workforce

- Legislation and the international workforce
- Employment Law
- Trade Unions and negotiations

European Social Policy and Industrial Relations

- Social Cohesion
- Working Terms and Conditions
- Equal Opportunities

Workload

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	75 hours
Total	150 hours

Teaching and Learning Methods

Lectures will primarily be used to introduce new topics in international HRM, while tutorials will focus on discussion of topics and case study analyses dealing with recent and current developments within HRM in the international hospitality industry. Tutorials will also provide a forum for participation in role-play exercises. Guest speaker/student seminars will also be used to deepen their understanding and to reinforce their presentation skills. Significant independent work will be undertaken in preparation of students' individual Portfolio of Evidence which involves a review of an organisation's international training, monitoring and development strategy. Lecturers will be available for guidance and feedback during the course of this assignment as required. Extensive reading of core text and reading material will also be required prior to lectures and tutorials.

INTEGRATION & LINKAGE

Students will draw on a variety of different material learned in Stage I and Stage II of the programme in previous modules such as Organisational Behaviour, Human Resource Management, International Hospitality Management and Management Accounting, which will be of particular benefit when organising reward-based systems such as profit sharing and gain sharing.

ASSESSMENT

A major piece of course work will be required for this module and will involve the students working independently and to some extent as part of a team. The Portfolio of evidence will demonstrate their conceptual understanding of the course material is designed encourage practical planning skills as well as reflective learning skills. Students will also be encouraged to build up their portfolios based on shared ideas, class discussions, guest speakers, extended reading material and so on. The focus of the portfolio will be to plan and develop a suitable IHRM training and development strategy for an international hospitality service workforce. The course work will account for 40% of the assessment marks. The remaining 60% of the marks are reserved for an end of semester examination.

Examination - 60%

Analytical / evaluation questions: e.g. demonstrating critical thinking, analysis and synthesis of material

Commentary / analytical questions: e.g. demonstrating, analysis, synthesis and critical thinking skills

Analytical style questions: e.g. analysis and understanding of the theoretical frameworks in relation to HRM

Analytical questions: e.g. analysis and understanding of international legislation effecting HRM policies, practices and procedures

Course Work – 40%

Portfolio of evidence – working individually to compose a review of an organisation's international training, monitoring and development strategy

READING LIST

Title	Author	Publisher	Year
Essential			
International Human Resource Management 3 rd ed	Dowling, P J, Welch D E, & Schuler, R S	South Western College Publishing, Cincinnati	1999
Recommended			
The Management of a Multinational Workforce	Tayeb, M H	Wiley & Sons	1996
Global Perspectives of Human Resource Management	Oded Shenkar	Prentice Hall	1994
Strategic Human Resource Management	Nankervis, A R, Compton R L & Baird M	Nelson Thomson	2002

MODULE: INTERNATIONAL LEISURE SERVICE MANAGEMENT

Unit Title: International Leisure Service Management
Semester: A3
Stage: 3
Theme: Managing Hospitality Operations
Credit Points: 7.5

INTRODUCTION:

This module covers the extensive array of different sport and leisure activities available internationally and is designed to develop student awareness of issues underlying the management of sport and leisure services. Students will examine the social, cultural and political factors that influence the provision of international sport and leisure services, and will evaluate the impact that these services have on local and global economies. Current and potential future trends and developments in international sport and leisure services will also be examined. As part of their management training on this module all students will conduct an extensive review of service development focusing on the management of resources and service quality with reference to a particular international leisure/sport service provider.

AIMS

- To examine the diverse nature of sport and leisure services
- To allow students to develop an in-depth understanding of the historical and contemporary developments within sport and leisure management
- To allow students to develop an in-depth understanding of managing international sports and leisure services
- To assess and interpret wider issues such as the impact of globalisation and cultural changes in relation to sports and leisure services

LEARNING OUTCOMES

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

- Possess an extensive and comparative knowledge of the different sport and leisure activities available internationally
- Analyse the role of sport and leisure services historically and in modern society
- Critically review current and potential future trends and developments in international sport and leisure services
- Examine the impact that sport and leisure services have on local and global economies
- Evaluate evidence and arguments associated with the delivery of a sport and/or leisure service across cultural boundaries
- Understand the impact of socio-cultural factors in international leisure services management

Appreciate the international legal and economic framework within which an international sport and/or leisure industry must operate
 Critically examine factors affecting and contributing to the strategic management of international sport and leisure service resources
 Apply the concept of customer service and consistent quality to international sport/leisure management
 Critically evaluate and contrast the ways in which public, not-for-profit, and commercial enterprises organise / deliver sport and leisure services
 Apply research skills to review and analyse a sport and/or leisure service provider(s) from an international perspective
 Communicate effectively and knowledgeable contribute to class discussion
 Conduct work autonomously and take responsibility when working in teams

SYLLABUS

Historical / Future Perspectives

- History of sport and leisure
- Theory of sport and leisure
- Contemporary concept of sport and leisure
- Global provision of sport and leisure services

Social & Cultural Perspectives

- Leisure, Lifestyles, gender and age
- Cultural impact on the role of international sports and leisure services
- Socio-cultural trends and developments impacting global demand for sport and leisure services

Economic & Political Perspectives

- Economic impact of the production and consumption of sport and leisure services
- Public, Voluntary and Commercial frameworks for the provision of international sport and leisure services

Management of International Sport and Leisure Services

- Strategic management of the sport and leisure service resources:
 - i) location
 - ii) people
 - iii) information
 - iv) finance
 - v) marketing
 - vi) materials
- Managing the service quality
- Managing the sport and leisure life-cycle
- Global management of sport and leisure services

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	75 hours
Total	150 hours

TEACHING & LEARNING METHODS

Essentially this module will be delivered by means of participative style lectures, small group tutorials, site visits and guest speakers, and will focus on the recent and current developments in the growth of

the international leisure service industry. Students will also be required to undertake significant reading of core texts, journals and relevant reading material prior to lectures and tutorials. It is envisaged that the tutorials and lectures will be largely participative allowing for discussion and reflection. A significant project will be undertaken on an individual basis and will involve an extensive review of service development focusing on the management of resources and service quality with reference to a particular international leisure/sport service provider assessment. This exercise will develop students' independent research and analytical skills, and will deepen their understanding of the international leisure industry. Lecturers will be available for guidance and feedback during the course of this project as required.

INTEGRATION & LINKAGE

Material in this module is integrated closely with several modules such as An Introduction to International Hospitality Management, Organisational Behaviour and Principles of Marketing in Stage I and Human Resource Management and International Economic Structures in Stage II, this module then develops these themes further in relation to specific hospitality services and from an international perspective.

ASSESSMENT

The individually based project will require the students to review international leisure and/or service development focusing on the management of resources and service quality with reference to a particular international leisure/sport service provider. This project will involve extensive research and analysis of the sport and leisure services from an international perspective. The project will demonstrate the students' ability to work independently, although class discussions and exercises will help develop ideas and opinions on the current practices and policies of sport and leisure service providers in the industry. This major piece of work will account for 40% of the assessment marks, with the remaining 60% being reserved for an end of semester closed book examination.

Examination - 60%

Analytical / evaluation questions: e.g. critical evaluation and synthesis of data

Commentary / analytical questions: e.g. demonstrating analysis and synthesis of information in a clear and concise format

Analytical / evaluation questions: e.g. analysis and synthesis of information, demonstrating critical and creative thinking

Analytical / evaluation questions: e.g. requiring considerable reflection, analysis and synthesis of information

Course work – 40%

Project: Individually based assessment of trends and developments of international sport and leisure management with a focus on a particular service provider.

READING LIST

Title	Author	Publisher	Year
Essential			
Managing Leisure	Byron Grainger Jones	Butterworth & Heinemann	1999
Creative Management in Recreation, Parks and Leisure Services	Kraus, R, & Curtis J	Times Mirror/Mosby	2000
Recommended			
Service Quality Management in the Hospitality, Tourism & Leisure	Kandampully, C,M & Sparks, B	Hawthorn Hospitality Press, New York	2000
Leisure & Recreation Management	Torkildsen, G	Routledge	1998

International Marketing, 9 th Edition	Cateora, PR	Irwin, Boston	2000
Leisure Resources, its comprehensive planning	McLean, D.D., Bannon, J.J. & Gray, H.R	Champaign, IL: Sagamore	1999
Recreation programming: Designing Leisure Experiences	Rossman, JR & Schlatter, B. Elwood	Champaign, IL: Sagamore	2000
The Management of Sport Its Foundation and Application	Parkhouse, BL	Mosby Publishers	2001
The Politics of Leisure Policy	Henry, IP	Palgrave Global Publishing	2001
The Development & Management of Visitor Attractions	Swarbrooke, J	Butterworth & Heinemann	1999
Sociology of Sport	Jones, R & Armour K	Pearson Education	2000
Global Sociology	Cohen, R & Kennedy P	Macmillan	2000
International Business	Hughes MD & Taggart, J	Palgrave	2001
Economics & Sports Recreation	Gratton, C & Taylor P	Routledge	2000

MODULE: CONFERENCE AND EVENTS MANAGEMENT

Unit Title:	Conference and Events Management
Semester:	B3
Stage:	3
Themes:	Managing Hospitality Operations
Credit Points:	7.5

INTRODUCTION

This module is designed to provide students with an in-depth understanding of complexity and wide-ranging scope, role and purposes served by international events/conferences. Students will examine the inter-relationship of international events/conferences and both international and national hospitality products and services. The module will deal with planning and designing an event/conference, including the management of resources, budgets and time and will examine the socio-cultural and political issues affecting the design of cross-cultural and cross-border events. Students will analyse the role played by sponsorship, promotion and advertising, and will evaluate various constraints and regulations governing international events/conferences.

Site/event visits and visits from conference/event managers will be a key element of this module and all students will be required to conduct an extensive analysis of a recent event/conference as part of their coursework.

AIMS

- To enable students to focus on diverse nature of international events and conference management
- To allow students to develop an in-depth understanding of the socio-cultural and political aspects involved in planning, design and delivery of international events / conferences
- To provide students with a clear understanding of how to manage resources in the hospitality service industry

- To provide students with a clear understanding of how market resources impact on the hospitality service industry

LEARNING OUTCOMES

On completion of the module successful students will be able to:

- Understand the complexity and wide-ranging scope, role and purposes served by international events/conferences
- Explore possible future trends and developments in international event / conferences
- Possess a comprehensive knowledge of the details involved in planning and designing an international event / conference, including the management of resources, budgets and time
- Evaluate the constraints and regulations governing international events/conferences
- Explore the socio-cultural and political issues affecting the design of cross-cultural and cross-border events
- Analyse the role played by promotion, advertising and public relations
- Critically assess the role of sponsorship in international event / conferences
- Examine the trends, both historical and future, in event sponsorship and review the impact of legal issues in international event / conference sponsorship
- Autonomously apply research skills in sourcing relevant information to support coursework
- Apply diagnostic, analytical and creative skills to the analysis of a particular international event and conference service
- Communicate effectively within groups and contribute to class discussion

SYLLABUS

Events & Conference Creation & Development

- The concept of international events & conference management
- The impact of international events and conference management
- Trends and development in international events and conference management

Event & Conference Planning

- The Planning Function
- Event / Conference Design
- Event / Conference Proposal
- Client Contract / Fees
- Safety & Security
- Materials and Equipment
- Emergency Procedures

International Events & Conferences

- Local customs and protocol
- Religious factors
- Socio-cultural factors
- Political factors

International Event / Conference Management

- Managing and co-ordinating international resources
- Controlling Budgets
- Managing Time

International Event / Conference Marketing

- Concept of international corporate events / conference marketing
- Event / conference promotion, advertising and public relations
- Developing event / conference marketing strategies
- Trends in event / conference marketing

Sponsors of International Event / Conferences

- The concept of international event / conference sponsorship
- Creative approaches to international event / conference sponsorship
- Legal issues in international event / conference sponsorship
- The future of sponsorship in international events/ conferences

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	75 hours
Total	150 hours

TEACHING & LEARNING METHODS

Lectures will be used to deliver key topics in current conference and events management. Regular site visits will also be important in this module as students can experience the practical aspects of international conferencing and events management first hand. Guest speakers will provide regular seminars and will be on hand to answer students' questions in relation to their role as conference/events managers. Tutorials will be used to allow for deeper discussion of topics, and possible case studies or industry publications reviewing recent international events. All of this will support students' preparation of their individual assignment involving the analysis of a recent conference or event. Lecturers will be available for guidance and feedback during the course of this assignment as required. In this module students will also be required to conduct regular reviews and present material in a seminar style format.

INTEGRATION & LINKAGE

Material in this module is linked closely with several modules such as the Introduction to International Hospitality Management and the Principles of Travel, Tourism and Hospitality Operations in Stage I of the programme. It is further linked with modules such as Accommodation and Facilities Management and Supply Chain Management in Stage II of the programme. Modules such as Business Policy and International Travel, Tourism and Hospitality develop it further in the final stage of the programme.

ASSESSMENT

The course work for this module will account for 40% of the assessment marks and will involve students in independent research and analysis of a particular international event and conference service. This will enable students to demonstrate their ability to apply theoretical and practical skills at an advanced level. The project will involve considerable research, analysis and synthesis of information and will demonstrate students' ability to plan, organise and present their material in a pre-defined format. The remaining 60% of the marks will be reserved for an end of semester, closed book examination.

Examination – 60%

Analytical / evaluation questions: e.g. demonstrating specialist knowledge and understanding of international events and conference management

Commentary / analytical questions: e.g. requiring a considerable level of reflection and interpretation

Hypothetical / fact / situation / "problem style" questions

Commentary / analytical style questions e.g. demonstrating problem solving and critical thinking

Course Work - 40%

Project – individually based to demonstrate a clear understanding of the complex issues, critical thinking, research, analysis and synthesis of information

READING LIST

Title	Author	Publisher	Year
Essential			
Special Events, Twenty-First Century Global Event Management	Goldblatt, J	Wiley	2002
The Business of Event Planning: Behind the Scenes Secrets of Successful Special Events	Allen, J	Wiley	2001
Recommended			
International Business	Hughes MD, & Taggart, J	Palgrave	2001
Complete idiot's guide to meeting and event planning	Craven, RE, & Golabowski, LJ	Alpha Books	2001
The International Dictionary of Event Management, 2 nd Edition	Goldblatt, J	Wiley	2001
Global Marketing Management	Kotabe, M & Helsen, K	Wiley	1999
Festival and Event Management 2 nd Edition	Allan, J., McDonnell, I, O'Toole, W & Harris, R	Wiley	2002
International Marketing	Cateora, PR	Irwin, Boston	2000

MODULE: INTERNATIONAL FINANCIAL MANAGEMENT

Unit Title:	International Financial Management
Semester:	B3
Stage:	3
Theme:	Financial Management
Credit Points:	7.5

INTRODUCTION

The module builds on the concepts, conventions and principles of Financial Accounting in Stage 1 and Management Accounting in Stage 2. The module focuses on the critical elements of financial decision making for hospitality organisations operating within the international business environment, including investment decisions, opportunities and risk, sources of finance and management of working capital. It presents the central role of financial management in determining an organisation's continued success, and examines the role of financial strategy in achieving corporate objectives. The module places considerable emphasis on the techniques and practices of optimising financial yield through revenue efficient utilisation of services.

As part of the coursework for this module students will be required to undertake a significant project involving the application of financial models in a critical analysis of the practical and theoretical elements of international financial management of a international hospitality service provider.

AIMS

To provide students with a clear understanding of:

- The link between company decision-making and the operation of capital markets
- The link between finance and globalisation
- The financial environment in which multinational firms and managers must operate
- The International Monetary System and Foreign Exchange Management
- The financial management of a multinational firm
- How to assess overseas investment opportunities

LEARNING OUTCOMES

On completion of this module successful students will be able to:-

- Understand a complex body of knowledge relating to the international financial environment within which the hospitality industry must operate
- Critically evaluate the international financial objectives of various types of multinational hospitality organisations and the respective requirements of stakeholders
- Understand capital markets
- Possess a comprehensive knowledge of alternative sources of international finance and investment opportunities and their suitability in particular circumstances
- Understand the factors affecting international investment decisions and opportunities in the hospitality industry
- Apply financial models in a critical review of the international hospitality industry
- Understand the nature of international financial risk and how to apply various hedging techniques in order to reduce it
- Apply knowledge and understanding to maximise the financial yield from an international hospitality organisation's services
- Exercise judgement in managing working capital
- Appraise the factors underlying mergers and acquisitions
- Critically examine the trends for mergers and acquisitions in the international hospitality sector
- Apply research skills to independently source information from a range of sources to support coursework and study
- Integrate both the practical and theoretical elements of international financial management in the study of international hospitality
- Communicate effectively in discussion and contribute responsibly to team-work efforts

SYLLABUS

Overview of International Financial Accounting

- Globalisation and the multinational company
- International Diversity in Financial Reporting Systems
- Internal and external influences on accounting rules and practices
- Cultural impact on accounting rules and practices
- Measuring international differences in accounting rules and practices
- International Accounting Standards

International Financial Integration: relations between interest and exchange rates

- International Parity Relationships and Forecasting Foreign Exchange Rates
- Foreign exchange, risks and exposure
- Exchange rates, currency futures and options markets
- Modern theories of exchange rates
- Alternative systems of exchange rates
- The international Financial System, past, present and future

Multinational Accounting

- Foreign Currency Transactions
- Translation of Foreign Entity Statements
- International Stakeholder groups/considerations
- Yield management
- Resource Utilisation

Sources of International Finance and Capital Structures

- International Capital mobility - sources
- Capital markets (stock exchange, euro-markets, etc)
- Long v short finance
- Retained earnings and dividend policy
- Equity v debt

- Calculation of cost of various sources
- Competing theories on cost of capital
- Capital asset pricing model

Capital budgeting

- evaluation methods - payback period/accounting rate of return / discounted cash flow (net present value, internal rate of return, adjusted present value)
- relevant cash flows
- impact of inflation/taxation
- capital rationing
- asset replacement decision
- lease v buy decisions
- treatment of risk and uncertainty
- portfolio theory

International Investment Decisions

Mergers and Acquisitions

- reasons for acquisition
- impact on bidder and target
- form of consideration
- de-mergers / management buyouts
- company valuation process

International Investment Opportunities

- Implications of global investments - FDI
- Evaluation of various investment instruments available to individuals / corporations
- Impact of overseas income and corporate taxes
- Identification of investment opportunities in individual circumstances
- Risk analysis in investment decisions

Management of Working Capital

- Use of short-term funds
- Cash management - cash budget/centralised cash management/computerised cash management systems
- Short-term investments
- Management of overseas stocks/debtors/creditors
- Overtrading
- Factoring/invoice discounting
- Credit scoring

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning Time:	75 hours
Total	150 hours

TEACHING & LEARNING METHODS

The module will be presented by means of participative style lectures supported by the use of case studies. Tutorials will also be used to discuss international financial management topics in depth. Guest speakers with financial management experience in the hospitality industry will be invited address students and offer a first-hand industry perspective, as appropriate. Students will be expected to undertake significant reading and preparation before classes. Class exercises and practical demonstrations will also be used for self and peer reviews to elaborate and refine research, critical thinking skills and group work. Students will also undertake a significant project on an individual basis

which will involve integrating the practical and theoretical elements of international financial management whilst focusing on an international hospitality service provider. Lecturers will be available for guidance and feedback during the course of this project as required.

INTEGRATION & LINKAGE

The material in this module is very closely interconnected with modules such as Financial Accounting in Stage I and Management Accounting in Stage II (the reading and interpreting of financial statements and funds) and pulls both strands together within an international context.

ASSESSMENT

The course work for this module will account for 40% of the assessment marks and will require the students to undertake a considerable project on an individual basis. The project is designed to integrate both the practical and theoretical elements of international financial management whilst focusing on an international hospitality service provider. Students will be required to undertake extensive research, analysis for the project and will be required to present their recommendations verbally to a group. It is envisaged this approach will refine the students' independent study and research skills, but also enhance their collaborative group skills. On module completion an end of semester, closed book examination will be held and will account for the remaining 60% of the assessment marks.

- a) Examination - 60%
 Commentary / analytical / problem solving questions e.g. requiring analysis and synthesis of information
 Analytical / evaluation questions e.g. demonstrating analysis, problem solving and reflection
 Commentary / analytical e.g. demonstrating analysis, synthesis and presentation of information
- b) Course Work – 40%
 Project: Individually set project requiring research, analysis, synthesis / written / verbal presentation of material.

READING LIST

Title	Author	Publisher	Year
Essential			
International Financial Accounting: A Comparative Approach	Roberts, C, Gordon, P & Weetman, P	Financial Times, Prentice Hall	2002
Recommended			
International Accounting 4 th ed	Choi, FDS, Forst, CA, & Meek, GK	Prentice Hall	2002
International Finance	Levi, M A	McGraw-Hill	1996
International Financial Management	Cheol, S E & Resnick B G	McGraw-Hill	1997

MODULE: GLOBAL TOURISM AND THE ENVIRONMENT

Unit Title: Global Tourism & The Environment
 Semester: B3
 Stage: 3
 Theme: Legal and Ethical Issues
 Credit Points: 7.5

INTRODUCTION

Global Tourism and the Environment examines the international tourism industry with reference to the effect of its development on the local environment. This is a key module in developing students' awareness of the moral, ethical and environmental issues to be considered when managing a hospitality organisation. The positive and negative effects of tourism on host societies and cultures are covered in depth, and students will also evaluate the role of culture, lifestyle and social values, as well as economics, marketing, and government initiatives in the determination of tourism patterns and development. The ongoing need for balancing tourism planning policies and conservation policies will be addressed, and the impact of environmental protection laws on trends and developments in global tourism will be examined in detail. Case studies and class debates and discussion will be used to explore typical tourist-host problems. This active participation will assist students as they conduct a complex project assessing the moral, ethical and environmental issues surrounding global tourism.

On completion, students will possess a detailed understanding of corporate responsibility in the hospitality industry. They will appreciate this "non-economic" aspect of business strategy and the current challenges and opportunities facing hospitality organisations in addressing the effects on the environment and other stakeholders.

AIMS

To provide students with a clear understanding of how to:

- Analyse non-economic impacts of tourism – sociological, cultural, psychological, political environmental, religious et alia
- Analyse and compare differences between international and domestic tourism, taking into consideration characteristics, tendencies and travel patterns of international travellers
- Assess the tourist - host relationship
- Identify and evaluate the balance between conservation planning and tourism development policies and practices at local, regional and national levels
- Recognise and evaluate tourism principles and practices: green tourism, eco-tourism and community based tourism
- Assess the environmental impact of Tourism operators
- Assess the changes in destinations of global tourists
- Recognise the legislation impacting on global tourism development programmes and initiatives

LEARNING OUTCOMES

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

- Possess a comprehensive understanding of the positive and negative effects of global tourism
- Evaluate the development of tourism in the 21st century and beyond
- Critically assess the various inter-relationships tourism holds with other industries, both national and global
- Critically examine the tourist-host relationship in depth
- Understand the complex body of knowledge and research underlying the impact of tourism behaviour on the host environment
- Critically evaluate the effects of tourism on socio-cultural aspects of the host country
- Address and review the ongoing need for balancing tourism planning policies and conservation policies
- Explore the dynamic changes in global tourism destinations and developments
- Appraise the differences in public and private sector tourism
- Possess a detailed understanding of the legislative environment within which domestic and international tourism operates
- Critically review and explore the impact of environmental protection laws on trends and developments in global tourism

- Apply diagnostic, analytical and creative skills in the resolution of typical tourist-host problems
- Exercise judgement and skill in planning a complex project to assess the moral, ethical and environmental issues surrounding global tourism
- Autonomously source and utilise of primary sources of information on global tourism
- Communicate effectively with peers and present work in a professional manner

SYLLABUS

Global Effects of Tourism

- Evolutionary and revolutionary aspects of tourism in the 21st century
- The positive and negative effect of tourism
- Future developments in global tourism

Psychological Perceptions and Attitudes

- Tourism behaviour, perception and attitudes
- Motivation, personality and values

Segmenting the Tourism Market

- Geographic segmentation
- Demographic segmentation
- Psycho-graphic segmentation
- Product/service-related segmentation

International Dimensions of Tourism

- Definitions related to global tourism
- Inter-relationship between tourism and other industries
- International tourism and tourist, travel flows and tourism peace
- Environmental perception and tourism behaviour

Classifying Tourism Destinations

- Country attractions and landscapes
- Man-made attractions
- Facilities
- Resorts
- Features

Host-Country Planning Policies

- The role of government in tourism: legislation, policy formulation, past, present and future
- The Planning Process: objectives, goals, strategy, evaluation and control
- Project development, pilot studies, feasibility studies and research
- Public and Private sector involvement
- Tourism development and life-cycles

Environmental Impact of Tourism

- Tourism and the economic balance
- Difficulties with tourism based economies
- Social & Cultural impact of tourism on host-country
- Social and cultural benefits of tourism
- Using culture to attract tourism
- Mass tourism versus eco-tourism

Tourism Information Sources & Services

- The role of intermediaries in tourism
- Travel agents, booking agents, tour operators, airlines etc – who they impact on the host-countries environment
- The role of intermediaries in planning and developing destinations
- The regulation of service quality and standards in tourism

Tourist-Host relationships

- The future of tourism
- Changing host-tourist balance
- Changing patterns of tourism
- Host-country changes in response to tourism needs and experiences

Initiatives to improve Tourist-Host relationships

- Pressure groups
- World communities
- Global policies

WORKLOAD

Contact:	60 hours
Directed Learning:	15 hours
Independent Learning:	75 hours

Total **150 hours**

TEACHING & LEARNING METHODS

Participative style lectures will predominate in this module as many topics will be delivered by means of group discussion and analysis of cases relating to tourism and the environment. All students will be actively encouraged raise and address key issues. Deeper exploration of underlying topics will be dealt with in tutorials. Both lectures and tutorials will require significant preparation. Videos, multi-media tools, recent publications, and media articles will all be used to stimulate discussion and evaluation of the wide range of topics relating to this module. Where relevant guest speakers will be invited to speak to students and engage in discussion on current and recent developments within this area. The use of case studies will also be used extensively to develop students' critical thinking and problem solving skills. Class debates will also be held on the implications of global tourism and the environment to encourage active participation and group-work skills and would require self-directed study and preparation for discussion. This work will support students as they prepare their significant project assessing the moral, ethical and environmental issues surrounding global tourism. Lecturers will be available for guidance and feedback during the course of the student's project as required.

INTEGRATION & LINKAGE

The impact of tourism on the environment is arguably one of the most discussed subjects within an international context. It is important that students are aware of the social, cultural, political and economic impact of tourism and its relationship as part of the hospitality industry. Knowledge of material studied in Stage I and Stage II of the programme will be valuable, especially material from modules such as International Hospitality Management and International Industry Structures and the European Union. Equally, Business Policy 1 & 2 will be valuable to students studying this module.

ASSESSMENT

Coursework will account for 40% and will require the students to undertake an individually based Project to assess the moral, ethical and environmental issues surrounding global tourism. The project will involve the students undertaking in-depth research of the issues, reviewing material, and presenting their material in a verbal and written format. It is envisaged that students will refine their independent research and communication skills, and will also promote their collaborative group skills as they will have the opportunity to discuss and present their material to the group. On module completion, an end of semester closed book examination will also be held and will account for the remaining 60% of the assessment marks.

Examination – 60%

Commentary analytical / questions: e.g. demonstrating analysis and synthesis of information – presentation of facts/figures in support of argument

Commentary / discussion questions: e.g. supportive evidence / facts/ concepts and ideas

Commentary / discussion questions: e.g. interpretation and justification of material
Analytical / problem-solving questions: e.g. demonstrating research and critical thinking skills

Course work – 40%

Project: individually based involving research, analysis and presentation of material

COMPUTER SCIENCE & SOFTWARE ENGINEERING MODULES

MODULE 1	PROGRAMMING FUNDAMENTALS
STAGE	I
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Software Development
ASSESSMENT	Continuous Assessment 50% Examination 50%

1.1.1 Indicative Content

Topic	Description
Introduction to programming	Fundamentals of computer hardware, system software, operating systems and application software; Introduction to Computer Organisation: input unit, output unit, memory unit, ALU, CPU, secondary storage unit; Basics of a programming environment; Practical concepts of a computer program: editor, compiler, executables, interpreters etc.;
Simple Input and Output	Developing output applications for different types of data: messages, arithmetic expressions; Controlling the cursor; Simple data types and variables; Assignment statement; Numeric constants; Interacting with the user;
Basic Programming Constructs	Scope rules and block code; Arithmetic expressions and rules of precedence; Comments; Mathematical functions; Boolean Expressions; Relational Operators; Boolean Operators; Procedural structure: Sequence, selection, iteration; <i>Selection</i> : IF...Else statement, Switch statement; <i>Iteration</i> ; For, While, Do-While;
Character & String Processing	Characters: Character variables, Assignment; Input/output: Character handling methods; Processing Strings: Declaration, Assignments, Input/output, String Handling Methods;

MODULE 2	BUSINESS ORGANISATION &
ACCOUNTING	
STAGE	I
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Business Solutions & Design
ASSESSMENT	Continuous Assessment 40% Examination 60%

Indicative Content

Topic	Description
Basics of Accounting	Debtors, Creditors & Nominal Ledgers Principles of Double Entry Accounting Invoicing, Order Processing Stock Control, Payroll Basic Financial Statements: Profit & Loss Account, Balance Sheet
Spreadsheets	- Cash Flow Projections using Spreadsheets

Financial Mathematics	Internal rate of return and net present values; Problems of valuation in Financial Reports.
Accounting Packages	Automated Integrated Accounting Packages.
Business Functions	Business Strategy and strategic analysis; Legal Structures of Business/Types of Business; Planning and Control.
Management Techniques	Management Theory and the role of the manager; Project Management, Change Management.
Business Information Systems	Strategic use of Information Technology; Management Information Systems (MIS) Decision Support Systems (DSS) Strategic Information Systems (SIS) Trends in Technology
End-User Computing	Ergonomics, User Psychology.

MODULE 3

COMPUTER ARCHITECTURE

STAGE	I
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Computer Systems
ASSESSMENT	Continuous Assessment 30% Examination 70%

Indicative Content

Topic	Description
Peripheral Devices and Connectors	I/O devices: Keyboards, mouse, touch pads, scanners, digital cameras, printers, monitors; Standard connectors: RJ, DB, Centronics, PS/2, DIN, mini DIN, mini jacks;
Mass Storage Devices	Magnetic: Disk drives and file systems, tape drives; Optical: CD, CD-RW, DVD;
Memory	ROM & RAM: dynamic, static and synchronous; Memory packaging;
Interfaces	Internal: ISA, EISA, PCI & AGP; External: Serial, parallel, USB, Firewire, IrDA and Bluetooth;
Internal Hardware Architecture	VLSI Microprocessor : ALU, Control Unit and Registers; Fetch and Execute Cycle including interrupts; CISC & RISC architectures; Control, address and data buses; Bootstrapping, BIOS & CMOS settings;
Processors & Processor Developments	Pentium to modern day Intel processor; Motherboard and chipset architecture; Pipelining and parallel processing; New instruction sets;
Computer Arithmetic	Binary, Octal and Hexadecimal number bases; Data Representation: integer, character & floating point;
Digital Electronics	Logic Gates & Truth Tables; Boolean Logic & Karnaugh Maps; Basic Logic circuits using NAND gates only; Half & Full adder circuits;

Introduction to computer languages	History of system software and programming languages; Language translators; Introduction to assembly language programming;
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MODULE 4 SKILLS

RESEARCH & COMMUNICATION

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

I
7.5
CORE
Business Solutions & Design
Continuous Assessment 50%
Examination 50%

Indicative Content

Topic	Description
Introduction to Oral Communications	The Importance of Communications; The Communications Process; Levels of communication: One way, Two way, group communications, team communications; Effective listening: Dealing with criticism, change and conflict; Recognition of diversity and multiculturalism: Irish legislation on equality;
Written Communication Skills	Assignment and Report Writing: Synopsis skills; Project Presentation – use of tables of contents, table of figures and bibliography;
Presentation Skills	Preparation, structure and delivery of a presentation; Types of non-verbal communication and their uses;
Groups and Teams	Importance of groups: origin of group concept, the stages of group formation, cohesive groups and groupthink; Benefits of teams: Belbin's model of teams;
Research Skills	Identification of key research requirements; Searching for information – using the library and the WWW. Interpretation and analysis of results; Research strategies - quality, accuracy and availability of information; Plagiarism; Use of online databases and college indexes of projects;
Word Processing Software	Page Set up & formatting: Headers & Footers, Page Breaks, Page Numbers, Bullets & Numbering; Creating a Table of Contents and a Table of Figures; Editing: Cutting & Pasting, Copying, Find & Replace; Views: Insert picture, file, caption; Tools; Spell Checking, Grammar Checking; Tables; Inserting tables, Rows, Columns & Sorting Diagrams; Using the drawing toolbar.
Presentation Software	Slide set up & formatting: Headers & Footers, Slide Numbers, Bullets & Numbering Editing; Cutting & Pasting, Copying, Find & Replace; Views; Insert picture Tools: Spell Checking, Grammar Checking; Diagrams: Using the drawing toolbar; Develop a PowerPoint presentation incorporating word Art, graphics and animation;

MODULE 5 PROCESSING

PROGRAMMING & INFORMATION

STAGE
CREDIT POINTS
STATUS
THEMES

I
7.5
CORE
Software Development

ASSESSMENT

Continuous Assessment 50%
Examination 50%

Indicative Content

Topic	Description
Error Handling	The understanding of error handling; the use of exceptions and recover action.
Searching and Sorting Algorithms	Theory and practical implementations of algorithms; Linear Search; Binary Search; Sorting Algorithms: Selection, Bubble, Insertion;
Introduction to Data Structures	Array processing: declaration, assignment, methodology, initialisation, sample solutions and practical implementations; Processing Tables: declaration, processing, sample solutions and practical implementations;
Classes and Objects	Distinguish between data structures and data types; Abstract data types; User defined types; Modelling real world objects; Creating record structures in the form of objects; Processing collections of objects using arrays and Dynamic data structures; Processing primitive data types as objects;
Utilities and the collection framework	Dynamic data structures; Introduce the collections framework; Class Arrays; Lists; Class Collections; Algorithms for manipulating collection elements;
Records and Files	File types: Text and Binary; Storage and Retrieval; Text Files: Streaming, reading text files; Binary files: sequential files, appending, deleting, writing and reading (numeric values, strings, classes); Retrieving and saving data to and from binary and text files; Using sequential access and random access processing.
Developing Software Applications	Design of software systems; Design and implementation using an outlined design strategy;

MODULE 6**SYSTEMS ANALYSIS & DESIGN**

STAGE

I

CREDIT POINTS

7.5

STATUS

CORE

THEME

Business Solutions & Design

ASSESSMENT

Continuous Assessment 40%
Examination 60%

Indicative Content

Topic	Description
System Concepts	Computer-Based System Elements : HW, SW, people; System Boundaries; Information and Data; Information System Types.
Overview of software process	Software engineering paradigms - classic life cycle, prototyping, spiral model; Project management and planning
SSADM Stages	Structured Systems Analysis and Design Methodology Life Cycle Model Phases, Stages, Steps
Feasibility Analysis	Economic, organisational, technical and scheduling feasibility; Definition of project scope

	Feasibility Study report, terms of reference
Requirements analysis	Problem definition; communication techniques; requirements elicitation; fact-finding techniques
Structured Analysis Techniques	Process modelling techniques - Data Flow Diagrams, Structured English, Tight English; Logic modelling techniques - Decision Tables, Decision Trees; Data modelling techniques – ERD's, Normalisation, Data Dictionary

MODULE 7

STAGE

CREDIT POINTS

STATUS

THEMES

ASSESSMENT

MATHEMATICS FOR COMPUTING

I

7.5

CORE

Computational Mathematics

Continuous Assessment 20%

Examination 80%

Indicative Content

Topic	Description
Algebra	Basic laws of arithmetic: integers, Special factors, remainder theorem, rational functions, solution sets; Solving polynomials – quadratic, cubic; Indices; Logarithms; Inequalities
Matrix Algebra	Introduction: definition, order, types; Operations: addition, subtraction, multiplication-scalar and matrix, transpose, inverse; Solutions of sets of linear equations;
Trigonometry	Angle measurements: Radian, degrees; Trigonometric ratios, functions & identities; Sine and Cosine rules; Solving triangles; Compound angles and associated formulae; Inverse trigonometric functions;
Limits	Periodic functions: range and period, graphs, sine and cosine waves; Limits: laws of limits; Differentiation from first principles; Differentiating reciprocals and roots;
Differentiation	Differentiation by rule: Product, Quotient and Chain; Differentiating trigonometric functions; Implicit and Parametric differentiation; Higher derivatives; Exponential functions; Logarithm functions; Inverse trigonometric functions;
Integration	Indefinite and Definite integral; Integration by substitution; Integration of Rational and trigonometric functions; Areas and Volumes by Integration;
Vector Algebra	Scalar and vector quantities; Vector spaces and operations; Linear operations; Geometrical interpretations (2D, 3D); Orthonormal Basis;
Computer Algebra	Number Sets and Operations; Finite Arithmetic; Computer Representations: integer, floating-point numbers
Boolean Algebra	Boolean values; operators: and, or, xor, not; boolean expressions; writing boolean expressions; evaluation of boolean expressions, truth-tables, laws of boolean algebra.

MODULE 8 SYSTEMS SOFTWARE & ASSEMBLY LANGUAGE PROGRAMMING

STAGE	I
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Computer Systems
ASSESSMENT	Continuous Assessment 40%
	Examination 60%

Indicative Content

Topic	Description
Internal microprocessor architecture	Multipurpose registers; Special purpose registers & flags; Segments registers; Real mode & protected mode addressing;
Addressing Modes	Immediate, Direct, Indirect & Index addressing; Stack addressing;
Assembly programming	Data Movement instructions; Arithmetic & Logic Instructions; Program Control Instructions;
Introduction to Computer Languages	History of programming languages; Compiling & linking; Interpreter based;
Operating System Requirements	Operating system overview & components: memory, process, I/O, file & storage management; Multitasking requirements: Switching processes and the dispatcher;
Operating system Structures & Services	OS architecture models: Layers, kernel & mini kernel, Hardware abstraction layer; User & system modes; System calls: process, file, device, information and communications;
Modular Programming	Assembler & linker; Creating libraries; Using System Calls & Interrupts;
Operating system views	User: Shell; Programmer: API; Engineer: Device drivers;
Virtual Machine	Virtual processors, disks & machines; Implementation & benefits; Java Virtual Machine; API & JDE;
System Bootup	Bootstrapping, BIOS & CMOS settings;
Introduction to DOS operating system	Minimum DOS boot files; DOS Boot sequence; Batch files; Autoexec & config.sys files;
Motherboards & Chip sets	Form factors;

	Chipset architecture: North/South bridge, Intel hub;
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MODULE 9

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

MANAGEMENT SUPPORT SYSTEMS

II
7.5
CORE
Business Solutions & Design
Continuous Assessment 20%
Examination 80%

Indicative Content

Topic	Description
Managerial Roles and Information Systems	Mintzberg's traditional managerial roles; Characteristics of information; Hierarchy of information system types; Traditional versus contemporary (computer-aided) management; Management Support Technologies
Decision Making	Decision making processes; Herbert's decision making process – intelligence, design, choice, implementation
Management Information Systems	Characteristics and Benefits of MIS; Online Analytical Processing (OLAP)
Decision Support Systems	Benefits of DSS; Components of DSS; Characteristics of DSS; DSS Hierarchy; DSS Packages; Web-based DSS
Executive Information Systems	Benefits of EIS; Characteristics of EIS decisions; Hard versus Soft Information; Development Success Factors; EIS Packages
Group Support Systems	Characteristics of Group Decisions; Advantages and disadvantages of group decisions; Group Support Systems Design and Implementation; Approaches to GSS – Meetingware, Grouputer, Conference Room; GDSS Software
Make vs Buy	Reasons for making; Reasons for buying; Current trends; Financial Modelling – spreadsheet, Present Value, Return on Investment, Break-even analysis; Outsourcing: Trends in sourcing; Why does outsourcing make sense?; Risks of outsourcing; Current trends.
Trend Analysis	Time Series; Regression and Correlation; Moving Averages; Deseasonalisation; Forecasting
Presentation of Data	Histograms, Bar Charts, Pie Charts; Frequency, Cumulative Frequency Distributions; Effective Tabulation;
Data Analysis	Central Tendencies: Mean, Median, Mode; Dispersion: Standard and Mean Deviations; Quartiles; Percentiles; Skewness;

MODULE 10

HCI & WINDOWS PROGRAMMING

STAGE	II
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Software Development
ASSESSMENT	Continuous Assessment 60%
	Examination 40%

Indicative Content

Topic	Description
Development Environment	Event driven programming: controls, objects, events, methods, properties. Comparison of event driven programming to other techniques. Integrated Development Environment : design, compilation, execution and debugging.
Development of Interface using controls	Standard controls: text boxes, labels, command buttons, frames, option buttons and check boxes. Additional Controls: ListBox, ComboBox, ScrollBars and Timers. Advanced Controls: MSFlexgrid, Common Dialog Control, Drive, Directory and File controls. Graphical Controls: Image and PictureBox. Input-Output functions: Message and Input Boxes. Menu Control.
Programming Constructs	Windows programming language: event driven programming; Variables, data types, scope and operators. Control Structures: Events, Selection, Iteration and Sequence; arrays and array processing; procedure types; data types and data structures, classes; object variables; Procedures, functions and modules. Parameter passing: by reference and by value. Programming with object variables, file processing;
Form handling	Forms : Single Document Interface (SDI) and Multiple Document Interface (MDI). Form methods: hide, show, resize, load and unload. Form properties: modal, non-modal and other standard properties. Enumerating through forms.
Database Connectivity	Methods of connecting with databases. Perform operations on a recordset. Processing queries using sql against a database. Client-Side connectivity including ODBC and the JET Engine. Server-side connectivity: DAO, RDO, ADO and OO4O (Oracle Objects for OLE). Comparison of Object Models
Error handling and Debugging	Debugger: Debug menu/toolbar, Locals, Watch and Call Stack Windows. Inserting Break points. Debugging strategies: Break points, Stepping Into/Over/Out, Run to cursor. Incorporate On Error statements to enhance program reliability.
Human Computer Interaction	Background and scope of HCI. Modelling HCI - representations of users and tasks. Reasoning, mental models and metaphor. Usability - principles and evaluation techniques, Performance and learnability. Information presentation.

MODULE 11

RELATIONAL DATABASES

STAGE	II
CREDIT POINTS	7.5
STATUS	CORE
THEMES	Business Solutions & Design
ASSESSMENT	Continuous Assessment 40%
	Examination 60%

Indicative Content

Topic	Description
Database Models	The DBMS Approach: advantages and disadvantages Hierarchical, Network

	(CODASYL) and Relational models Strengths, weaknesses and comparison of each model DB schema and Concept model Client-Server architecture
The Database Environment	Generalised functions of a DBMS The System Catalog and the Data Dictionary Transaction Management Concurrency and Recovery Database Security - Role of the DBA, Views and Access Privileges Query Optimisation Tuning the Database - Indexes and implementation issues
The Relational Model	Relational Algebra and Relational Integrity Entity-Relationship Modelling Normalisation of Data Structures
Structured Query Language	An introduction to SQL Basic SQL Commands: Create, Insert, Select, Update, Delete Queries with specialised conditions Functions: aggregate and group Advanced SQL commands: Table joins, nested queries, creating views Using SQL in embedded environments Strengths and Weakness of SQL
Developing Database Applications	Developing end-user applications using n-tier models Macros, forms, and report generation Practical Work using a suitable RDBMS
Distributed Databases	Advantages and disadvantages of DDBMS approach Concurrency and Recovery in DDBMS systems DDBMS data distribution: fragmentation and replication DDBMS architectures Transaction and query management in DDBMS Systems Optimisation of distributed queries
Current Developments	Object Oriented Approach RDBMS versus OODBMS SQL, a look to the future Semantic Query Optimisation

MODULE 12

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

OPERATING SYSTEMS & NETWORKS

II
7.5
CORE
Computer Systems
Continuous Assessment 50%
Examination 50%

Indicative Content

Topic	Description
Introduction to Operating Systems	Definition of an Operating System; overview of different generations and types of OS. Different views of an OS. Review of system calls and system structure; OS components - process management; memory management; file management and file systems; networking; security and protection. Case Studies - introduction to DOS, Linux and another commercial desktop operating system; emerging and experimental operating systems to be used for practical work.
Processes & CPU scheduling	Definition of process; process control block and process image; process life cycle. Threads - overview and benefits; user and kernel threads. Process scheduling; types of schedulers. Process switching. CPU scheduling algorithms and scheduling criteria.

	Review of process scheduling in case studies.
Process Synchronisation and Deadlocks	Synchronisation - critical section problem; semaphores; mutexes; classical synchronisation problems. Co-operating processes; interprocess communication; message passing – design issues. Process deadlock - system model; deadlock characterisation. Methods for handling deadlocks - deadlock prevention, avoidance and detection; directed graphs for modelling deadlock. Recovery from deadlock. Review of process synchronisation and deadlock in case studies.
Memory Management	Memory management requirements. Contiguous memory management; swapping schemes; memory partitions; fragmentation; limitations of swapping. Non-contiguous memory management; paging; paging sequence; page table. Segmentation; segment table; fragmentation. Virtual memory; benefits and uses; demand paging; page replacement algorithms; frame allocation; thrashing. Review of memory management in case studies.
Distributed Systems	Network Structures - network types and topologies. Network communication issues and strategies – addressing; routing; packets; connection and contention. Communication protocols – OSI and TCP/IP. Network operating system – features and functions. Client / server computing. Distributed operating system – migration of data, process and computation. Robustness – system recovery. Distributed system design issues - mobility; tolerance; scalability.

MODULE 13 IMPLEMENTATION

OBJECT ORIENTED DESIGN &

STAGE

II

CREDIT POINTS

7.5

STATUS

CORE

THEMES

Software Development, Business Solutions & Design

ASSESSMENT

Continuous Assessment 40%

Examination 60%

Indicative Content

Topic	Description
The Object Paradigm	Classification: Objects and Object Types (Classes); Abstraction; Encapsulation: Data and Behaviour; Information Hiding: Access Specifiers; Inheritance and Polymorphism; Aggregation and Association; Software Reuse;
Unified Modelling Language	Rationale and history of UML; Use Case Analysis; Structural View: Class and Object diagrams; Behaviour View: Sequence, Collaboration, Statechart, Activity diagrams; Environment View;
Methods for Object Oriented Analysis	Object Behaviour Analysis Object Modelling Techniques Information Modelling Classes, Associations and Attributes Object Relationship Diagrams Dynamic Modelling States, Events Transitions Scenarios and Events Traces State Transition diagrams Functional Modelling Activity Diagrams
Object Oriented Design	Implementation Options;

	Object Oriented Methodologies; Use of iterative development; Introduction to Patterns and Frameworks;
Object Oriented Programming	Implementation of classes and objects; Static and Dynamic Objects; Testing and debugging in Java; Use of commercial libraries; Sample programs;
Evaluation of the OOD approach	The management perspective Pros and cons of the OO approach Changeover methods and difficulties Suitable application categories Current Issues Standardisation: OMG, COBRA, etc. OO-DBMS v RDBMS OO – OS

MODULE 14

STAGE
CREDIT POINTS
STATUS
THEME
ASSESSMENT

KNOWLEDGE BASED SYSTEMS

II
7.5
CORE
Computational Mathematics
Continuous Assessment 30%
Examination 70%

Indicative Content

Topic	Description
Introduction to Artificial Intelligence	Definitions of intelligence and artificial intelligence; Approaches to AI; Applications of AI
Knowledge-based Systems	What is a knowledge-based system? Applications of KBS; Components of a KBS;
Rule Based Systems	Production Systems – recognise-act cycle; Control strategies – forward versus backward chaining;
Knowledge Engineering	ES development methodologies – the Linear Model;
Knowledge Acquisition	Difficulties of acquisition; Methods of acquisition – interviews, tracking, observation, expert logs, repertory grid analysis, automated rule induction
Knowledge Representation	Issues for knowledge representation; Properties of a good knowledge representation language;
Propositional Logic	Syntax and Semantics; Proof Theoretic validity; Model theoretic validity
Predicate Logic	Syntax and Semantics; Quantifiers and Quantification; Translation from English to predicate logic; Resolution – conversion to clause form, proof by refutation;
Knowledge Representation Languages	Semantic Networks – psychological value, inheritance; Frames and scripts – default reasoning, inheritance;

MODULE 15 DEVELOPMENT

STAGE
CREDIT POINTS
STATUS
THEMES

MULTIMEDIA & INTERNET

II
7.5
CORE
Software Development

ASSESSMENT	Continuous Assessment	50%
	Examination	50%

Indicative Content

Topic	Description
Multimedia Concepts	Multimedia overview; History of multimedia; Multimedia delivery systems; Software and Hardware components; Colour theory;
Multimedia Design	Development Techniques; Requirements Analysis & Specification; Design principles, requirements and documentation; Structure design: navigation maps, storyboards; HCI & User Interaction Design; Screen Design, Colour, Text, Graphics; Evaluation & Testing;
Multimedia Creation	Computer Technology; Static images and digital photography; Computer Graphics; Digital Audio and Video; Bandwidth , storage and compression techniques;
Website Creation	Websites and multimedia; HTML implementation: basics, lists, tables, hyperlinks, frames, multimedia insertion; HTML editors/generators; Testing; Uploading;
Web Development	Cascading Style Sheets; Streaming: audio and video; Dynamic websites: client-side/server-side programming; DHTML: Dynamic Object Model; Scripting;
Web Technologies	Current technology overview; Web Servers; HTTP requests; Security introduction; Internet Protocols; System Architecture; Internet and World-Wide Web Resources;

MODULE 16

STAGE
CREDIT POINTS
STATUS
THEMES

ASSESSMENT

Indicative Content

TEAM PROJECT

II
7.5
CORE
Software Development
Business Solutions & Design
Coursework 100%

Topic	Description
Design Knowledge	Group members will begin by creating a plan for the various phases of the project. The supervisor will suggest certain topics that the different members could take responsibility for. Students will draw on their knowledge of systems analysis and design to create realistic and carefully designed goals. Implementation should not begin until the design strategy has been approved by the supervisor;
Programming skills	Implementation of the system will usually be in a language that the student has learned in prior course modules. In this way the student will already have the basic tools to begin implementation and hence can acquire further knowledge of the language during development.

Relational database knowledge	Normally the project will require students to design a database. Students can draw on their knowledge of databases from prior modules to ensure correct relationships and normalisation. This should be done before implementation begins.
Documentation skills	As part of the assessment the group will be required to complete a minor thesis to support the system. This should include the initial functional specification along with the design methodology used and the various motivations for the project.

MODULE 17

FORMAL DESIGN METHODS

STAGE

III

CREDIT POINTS

7.5

STATUS

CORE

THEMES

Computational Mathematics

ASSESSMENT

Continuous Assessment 30 %

Examination 70 %

Indicative Content

Topic	Description
Introduction	Explain the need for formal methods in the construction of programs; Examples of programs with bugs; Writing assertions over sequences; The use of predicates to describe states in programs.
Axiomatic Semantics of a Guarded Command Language	Predicates as assertions in programming languages; The role of assertions in the execution of programs. The semantics $\{P\} S \{Q\}$; Definition of skip; assignment; if .. fi; do .. od; Definition of an invariant and its use in proving the correctness of loops; Proving correctness using definitions; Proving correctness of complete programs using assertions and axiomatic semantics;
Formal Derivation of Programs	Writing specifications of problems using pre conditions and post conditions; Formally deriving programs from initial specifications to complete program code; Method 1: Problems of the form $\{P\} \text{ do } b \rightarrow S1 \{P\} \text{ od } \{P \wedge Q\}$ Method 2: Replacing a constant with a variable; Problem domains involving loops within loops; Method 3: Strengthening an invariant; Invariant diagrams; Applying formal approach to searching and sorting; Searching for optimal solutions – $O(\log N)$ and $O(N)$ solutions to computational problems.

MODULE 18 COMPLEXITY

DATA STRUCTURES, ALGORITHMS &

STAGE

III

CREDIT POINTS

7.5

STATUS

CORE

THEME

Software Development

ASSESSMENT

Continuous Assessment 50%

Examination 50%

Indicative Content

Topic	Description
Data Structures	Elementary data structures – Stacks, Queues, Priority queue (Heap), Linked Lists; Trees – representing rooted trees, binary search tree, query, insertion, deletion, traversal; Graphs

Analysis	Analysis of algorithms; Asymptotic analysis; Sumations and Recurrences; Effectiveness v efficiency; Time and Space analysis;
Sorting	Simple Sorts – Insertion, Bubble, Selection; Merge Sort, QuickSort, Sorting in linear time – Counting Sort
Problem Solving	Divide and Conquer – recursion; Greedy algorithms – Knapsack, Fibonacci;
Graph Algorithms	Breadth First Search; Depth First Search; Minimum Spanning Tree – Kruskal and Prim; Single Source Shortest Path – Dijkstra, Belman-Ford; All-pairs shortest path – Floyd-Warsall;
Complexity Theory	P, NP and NP-Completeness; Computability and Turing Machines; Curch-Turing hypothesis; approximation algorithms - Travelling salesman, Hamiltonian Cycles

MODULE 19 SOFTWARE ARCHITECTURE IMPLEMENTATION

STAGE	III
CREDIT POINTS	7.5
STATUS	ALTERNATIVE
THEMES	Business Solutions & Design Software Development
ASSESSMENT	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Introduction to Software Architecture	What is Software Architecture; Principles of Software Architecture; The ABC (Architecture Business Cycle);
Quality Attributes of Software Architecture.	Understanding Quality Attributes: Changeability; Interoperability; Efficiency; Reliability; Testability; Reusability; Portability; Scalability; Security; Achieving Qualities;
Case Studies	Various industrial case studies that illustrate software architectures in practice. Showing the relationship to ABC (Architecture Business Cycle), requirements and Qualities and Architectural Solution.
Tier development	two-tier development; problems with two-tier development; three-tier development; advantages of three-tier development; problems with three-tier development; N-tier development.
Practical Implementation	Web Development: Programming dynamic web applications; Database connectivity from web tier; Tracking web users; Environment set up for web development: Web server set up; Database server set up; Deployment tools;
Application frameworks	What is an application framework; Different types of application frameworks; two-tier model using an object oriented application framework; application framework components;

MODULE 20 NETWORKS & DATA COMMUNICATIONS

STAGE	III
CREDIT POINTS	9
STATUS	CORE
THEMES	Computer Systems
ASSESSMENT	Continuous Assessment 30 % Examination 70 %

Indicative Content

Topic	Description
Introduction to	Communications model.

Communications	WAN's & LAN's . Circuit & Packet switching. Protocol reference models: OSI & TCP/IP Standards Organisations.
Data Transmission	Terminology & periodic signals. Complex signals & Fourier series analysis. Frequency Domain concepts. Signal strength: power & Decibels. Analogue & digital data concepts. Transmission losses. Channel capacity: Nyquist & Shannon
Data Encoding & modulation theory	Digital Encoding schemes: NRZ, AMI, Manchester. ASK/FSK/PSK/QPSK. Pulse Code modulation & Delta modulation. Pulse Code modulation & Delta modulation. Amplitude, frequency & quadrature modulation. Single & double side band suppressed carrier.
Data Communications Interface	Synchronous vs. Asynchronous Simplex / Half Duplex / Full Duplex EIA-232F & ISDN Interface Modem operation & standards overview.
Data Link Control	Flow Control: stop & wait, sliding windows. Error Detection: Parity, CRC. Error Control: ARQ: stop & wait, Go back N & Selective reject. HDLC protocol.
Transmission Media	Guided: Twisted pair, coaxial, fibre optic Unguided: Wireless, Infrared
Local Area Networks	Protocol architecture – Data Link layer. Network topologies. Media access control: CSMA/CD & Token passing. LAN devices-Hubs, repeaters, bridges & switches.
Introduction to Internetwork Protocols	IP addresses, IP fragmentation & subnetting Routing concepts: Static & dynamic Transport protocols: TCP & UDP

MODULE 21

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

MANAGEMENT SCIENCE

III
7.5
ALTERNATIVE
Computational Mathematics
Continuous Assessment 40%
Examination 60%

Indicative Content

Topic	Description
Management Science	What is management science/operations management? Decision making; Management science models; Classification of models; Spreadsheets as modelling tools
Linear Programming	Introduction to Linear Programming; Formulating Linear Programmes – objective function, constraints; Graphical Solution; Simplex Method;
Linear Programming – Sensitivity Analysis	Slack and surplus variables; RHS sensitivity; Objective Function coefficient sensitivity;

	Adding and deleting constraints;
Transportation Model	The transportation model; Contributions of transportation model;
Integer Programming	Integer Optimisation; Applications of Integer Programming; Methods of integer programming;
Dynamic Programming	Elements of a dynamic programming model; Computation methods; Dimensionality;
Decision Analysis	Decisions under risk and uncertainty; Utility theory; Decision trees;
Queuing Theory	Types of queuing models – poisson and non-poisson; Queues in series; Optimisation of queuing systems;
Simulation Models	Need for simulation; Types of simulation – analogue, continuous, discrete; Event-type simulation; Random phenomena in simulation;

MODULE 22 PROCESSES

E-COMMERCE & BUSINESS

STAGE

III

CREDIT POINTS

7.5

STATUS

ALTERNATIVE

THEME

Business Solutions & Design

ASSESSMENT

Continuous Assessment 30%
Examination 70%

Indicative Content

Topic	Description
Foundations of electronic commerce	Definitions of key e-commerce terms; e-commerce technologies; e-commerce processes – e.g. access control and security, profiling and personalising, search management etc. Electronic versus traditional commerce; Driving forces and impact of e-commerce; Examples of e-commerce applications;
Electronic Commerce applications & Issues	e-commerce application trends; e-commerce sectors; business-to-consumer e-commerce (B2C); business-to-business e-commerce (B2B); e-commerce marketplaces;
E-commerce strategy and implementation	Strategic planning for e-commerce; Competitive advantage assessment – e.g. Porter's Five Forces, Value Chain analysis;
Business Processes for E-commerce	Customer-Relationship Management (CRM) - personal characteristics, demographics, consumer purchasing decision making, organisational buyer behaviour; Enterprise Resource Planning (ERP) – benefits and challenges, costs and trends; Business Process Re-engineering (BPR) – methodology, success factors, advantages;
Electronic payment systems	Electronic banking, electronic money and stored value; Electronic payment and protocols; Payment security schemes; Web trading standards;
Legal Issues	E-commerce related legal incidents; legal, ethical, and other public policy issues;

	Protecting privacy – data protection act; Protecting intellectual property – copyright issues, trademarks, domain name issues; Censorship; Taxation and encryption policies; Consumer and seller protection;
Security Management	Tools of security management; Security defences – encryption, firewalls, denial of service;

MODULE 23 OBJECT ORIENTED PROGRAMMING WITH DESIGN PATTERNS

STAGE	III
CREDIT POINTS	7.5
STATUS	ALTERNATIVE
THEMES	Software Development
ASSESSMENT	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Overview of UML	Review of concepts of UML and the structure of the language; development of UML models; use of UML in Object Oriented Design Methodologies;
Design Patterns	Abstraction and Reuse. History of design patterns; description of structure of design patterns; Pattern languages; Case studies showing use of design patterns in software development
Pattern Catalog	GoF three groupings Creational, Structural, Behavioral; Other groupings – Fundamental, Creational, Partitioning, Structural, Behavioural, Concurrency (Grand); Creational, Behavioural, Structural, System (Stelling); Interface, Responsibility, Construction, Operation, Extension (Metsker)
Use of Design Patterns	Introduction and explanation of representative sample of Design Patterns of each of the main types; Use of these in practical ways; Case studies of current usage; Practical implementation to software solutions; Use in both procedural and concurrent situations. Control of threads. Abstract Factory, Factory Method, Singleton; Adapter, Decorator, Façade; Iterator, Observer, Template Method; Interface, Producer-Consumer.
Analysis of Design Pattern Use	Current developments in Design Pattern usage; Case Studies of Design Pattern usage in industry; Refactoring and anti-patterns;
Frameworks	Software reuse through the use of Frameworks; Framework architectures; The use of Design Patterns in Framework construction;

MODULE 24 GROUP PROJECT

STAGE	III
CREDIT POINTS	7.5
STATUS	ALTERNATIVE
THEMES	Software Development Business Solutions and Design
ASSESSMENT	Coursework 100%

Indicative Content

Topic	Description
Design Knowledge	Group members will begin by creating a plan for the various phases of the project. Students will draw on their knowledge of design methodologies to create realistic and carefully designed goals. Implementation should not begin until the design strategy has been

	approved by the supervisor;
Programming/Scripting skills	Implementation of the system will vary across languages that that student has learned in prior course modules. In this way the student will already have the basic tools to begin implementation and hence can acquire further knowledge of the language during development.
Relational database knowledge	In order to implement a two tier application the project will require students to design a database. Students can draw on their knowledge of databases from prior modules to ensure correct relationships and normalisation. This should be done before implementation begins.
Documentation skills	As part of the assessment the group will be required to complete a minor thesis to support the system. This should include all design specifications, methodology applied and methodology used and the various motivations for the project.

MODULE 25

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

CONCURRENT PROGRAMMING

IV
9
CORE
Software Development
Continuous Assessment 40 %
Examination 60 %

Indicative Content

Topic	Description
Fundamentals	Motivation for concurrency; Simple examples; Advantages and disadvantages;
Idea of a Process	Process versus threads; Priority of processes; Process creation and destruction (Fork in Unix, Task in Ada, thread in java); Processes sharing memory; dynamic process creation; facilities for concurrency provided by programming languages and operating systems: C++, Windows, Linux and Unix; Java virtual machine; Writing threads in Java
Resource Sharing	Mutual exclusion; semaphores; fairness; deadlock; starvation; monitors; protected objects; condition variables; various kinds of shareable resources, e.g. memory, files, printers, etc; Degrees of sharing, e.g. grab whole file or grab a single record; deadlock prevention. Classic problems: readers / writers, producer / consumer, bounded buffer. General problems requiring concurrent solutions, e.g. lift control, train control, etc.
Allocating Resources and Scheduling	Strategies for allocating resources; fairness; resource allocation algorithms; Necessity for scheduling algorithms, thread priority, proving that threads meet fixed deadlines using time-lines and mathematical methods, writing a round robin scheduler using dynamic allocation of priority values.
Communicating Processes (processes without shared memory)	Pipes; channels; message passing; remote procedure call; process identities; Multi-casting – broadcast to multiple processes; problems of deadlock; synchronisation; Basic algorithms for distributed processing, e.g. distributed mutual exclusion; routing.
Applications of Concurrency	Client Server Architectures, Mobile Agent Architectures And Embedded Systems

MODULE 26

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

FORMAL SPECIFICATION

IV
9
CORE
Computational Mathematics
Continuous Assessment 30 %
Examination 70 %

Indicative Content

Topic	Description
Mathematical Reasoning	Propositional and Predicate Calculus; rules of inference; assertions over sequences; trading laws; quantifiers - \exists , \forall , #, +, *, max, min - reasoning with quantifiers; Set notation; axioms and set operators, set theorems; binary relations; relations: domain restriction, range restriction, domain subtraction, range subtraction, relational image, relational inverse, composition of relations; functions, partial functions, total functions, injective, surjective, bijective functions, lambda notation for functions; sequences, functions over sequences; a theory of bags; writing simple specifications with sets, relations, functions and sequences; using definitions to prove simple properties of specifications.
The B Specification Notation	Differences between algebraic and state based specification notations. Examples of algebraic and state based specification notations. Using both notations to write simple specifications. The B notation: abstract machines, parameterized machines; states, constraints on states; data types; data structures - sets, relations, functions, arrays; statements - skip, if..else, case .., invariants, choice, select, pre, post, sees, uses, includes; multiple inclusion. Case studies. Proof obligations. Data refinement. Design by Contract. Implementation of design by contract in Eiffel. Implementing specifications with design by contract.

MODULE 27

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

ADVANCED NETWORK THEORY

IV
9
ELECTIVE
Computer Systems
Continuous Assessment 30 %
Examination 70 %

Indicative Content

Topic	Description
Introduction to Networks	Protocol reference models: OSI & TCP/IP Comparison & critique of both models Standards Organisations. LAN review : Topology, media and LAN devices Network types : WAN's & LAN's .
LAN Protocols	Ethernet 802.3/u/z, 802.5 Token Ring Wireless: 802.11a/b/g
WAN switching	Circuit & Packet switched networks
WAN Protocols overview	PPP, ISDN, X.25, xDSL, Frame Relay & ATM
TCP/IP	Services, Handshaking, Flow control and Berkley Ports

Internetworking Protocols	ARP, RARP, ICMP & DNS
Routing	Addressing, subnetting & Routers Static/dynamic routing. Routing algorithms: Dijkstra Real routing examples: RIP, OSPF, BGP
Applications	FTP, TFTP, Telnet, HTTP, SMTP & POP3
Network Management	MIB, SNMP, SMI. ASN overview.
Network Security	Access Control: Firewalls: Packet Filters & Application gateways. Tunnelling concepts <ul style="list-style-type: none"> Attacks & Counter measures Security Examples: SSL & IPsec.
Future Developments	IP v6, VOIP & Bluetooth.
Network Programming	Client / Server Interaction The socket interface Practical application

MODULE 28

STAGE
CREDIT POINTS
STATUS
THEME
ASSESSMENT

ADVANCED DATABASES

IV
9
ELECTIVE
Business Solutions and Design
Continuous Assessment 30%
Examination 70%

Indicative Content

Topic	Description
Basic Transaction Management	Definition of transaction; Stages of a transaction – start, commit, abort etc; ACID Properties of a transaction;
Concurrency in Databases	Concurrency Problems – lost update, incorrect summary, dirty read; Locking – binary locks, shared/exclusive locks, deadlock; Serialisability – schedules, conflicting operations, two-phase locking. Deadlock Prevention – wait-die scheme, wound-wait scheme; Deadlock Detection – wait-for graphs, timeouts;
Database Recovery	Atomicity and durability of operations; System log; Recovery protocols – undo/redo, no-undo/redo, undo/no-redo, no-undo/no-redo; Checkpointing;
Object-Oriented Databases	Reasons for object-oriented databases; Object-oriented concepts; Object identity and type constructors; Encapsulation and persistence; ORDBMS versus OODBMS;
Temporal Databases	Temporal data; Intervals and interval types; Operators on intervals – scalar and aggregate operators; Operators involving intervals – relational, update; Database design considerations;
Logic-based Databases	What is a logic-based database?; Why are deductive databases necessary?; Introduction to Datalog – declarative vs procedural languages, syntax, facts and rules, simple programs; <ul style="list-style-type: none"> Logic-based database examples;
Data warehousing	Concepts and processes of data warehousing; Components of a data warehouse architecture; Classes of data warehousing technology; Success and risk factors of data warehousing;

	Constructing a successful data warehousing effort;
Data Mining	Introduction to data mining; Counting co-occurrences; Mining for rules – association rules, ISA hierarchies, generalized association rules, sequential patterns, prediction, Bayesian networks, classifications and regression rules; Tree-structured rules – decision trees, algorithms for building decision trees; Clustering; Similarity searching over sequences

MODULE 29

STAGE
CREDIT POINTS
STATUS
THEME
ASSESSMENT

ARTIFICIAL INTELLIGENCE

IV
9
ELECTIVE
Business Solutions & Design
Continuous Assessment 30%
Examination 70%

Indicative Content

Topic	Description
Introduction to Artificial Intelligence	Definitions of intelligence and artificial intelligence; Approaches to AI; Applications of AI; Formal Systems
Predicate Calculus Review	Predicate Calculus as a knowledge representation technique; Reasoning with predicate calculus; Resolution;
Non-monotonic Logic	Limitations of First Order Predicate Logic; Plausible inference; Default logic;
Machine Learning	Difficulties of machine learning; Learning by rote; Learning by instruction; Analytic learning; Learning by induction – generalisation, specialisation; Learning programmes – Winston’s blocksworld, Version Spaces;
Computer Vision	Human vision - human visual system; Marr’s Framework – underlying physical assumptions, gray-level images to primal sketch, convolution with Gaussians, convolution with masks, seeing the world in depth;
Artificial Neural Networks	Biological foundations – neurons; Perceptrons – structure, similarities to neuron, Hebb Rule. linear separability, convergence theorem; Multi-layered neurons – backpropagation, delta rule. ADALINE network; Cascade Correlation;
Evolutionary Computing	Social and Emergent systems – evolutionary computing; Biological terms – chromosomes, crossover, mutation, elitism; Society-based learning – Game of Life, Cellular Automata;
Natural Language Processing	Difficulties of representing natural language; Levels of natural language analysis – prosody, phonetics, morphology, syntax, semantics, pragmatics, world knowledge; Syntax – languages, grammars, grammar types, parsing strategies; Semantics – referential, representational and social theories of meaning;

MODULE 30

STAGE
CREDIT POINTS

DISTRIBUTED SYSTEMS

IV
9

STATUS	CORE
THEMES	Computer Systems Software Development
ASSESSMENT	Continuous Assessment 40% Examination 60%

Indicative Content

Topic	Description
Distributed System Models	Architectural models, software layers-Application and Services layer, Middleware, Operating System layer Distributed System architectures- Client Server Model, Multiple Servers, Thin Clients, Peer to Peer Model, Mobile Devices and spontaneous networking
Interprocess Communication	Overview of networking and internetworking Synchronous and Asynchronous Communication, Message Passing; Application Programming Interface for interprocess communications- Sockets, Remote Procedure Calls,
Distributed Objects and remote invocation	Distributed Object Models-Distributed Objects, Object References, Interfaces, Naming and Binding, method invocation; Remote Method Invocation, CORBA, Distributed Component Object Model; Design Issues for Remote Method Invocation ;
Distributed file Systems	Distributed File System requirements: transparency, concurrent file updates, file replication, fault tolerance, consistency, security, efficiency, scalability; Distributed file system architecture: flat file services, directory services, client modules, Network File System
Name Systems	Name and Addresses in distributed systems Name services, Domain Name System, Discovery Services Name spaces, Partitioning, Replication, Caching Name Resolution, references, Iterative and Recursive Navigation Directory Services
Synchronisation	Synchronisation issue: Clocks, Logical Vs Physical clocks, System clock synchronisation.
Replication	Replication for reliability and performance Consistency issues Replica Placement Alternatives- Permanent Replicas, Server Initiated Replicas, Client Initiated Replicas. Update Propagation Replication Protocols
Fault tolerance and Security	Dependability-Reliability, availability, safety, maintainability, Failures, Erroneous states, Errors, Faults, Types of Faults, Faults Tolerance measures Sources of failures Dependability improvement, Recovery Security requirements for distributed systems Types of threats, Methods of attack, Security Services

MODULE 31

STAGE
CREDIT POINTS
STATUS
THEMES
ASSESSMENT

GRAPHICS

IV
9
ELECTIVE
Computational Mathematics
Continuous Assessment 30%
Examination 70%

Indicative Content

Topic	Description
Introduction	<ul style="list-style-type: none"> Overview and history of real-time computer graphics
Graphics Display Technology	Vector and raster graphics; CRT displays: colour, double buffered displays, display characteristics;

	Broadcast standards; Display memory; Raster system architecture;
Linear Algebra	Basis; Coordinate systems; Vectors: vector operations (normalization, dot product, cross product);
Graphics Pipeline and Geometry	Polygons; Faces; Edges; Vertices; Normals; Curved surfaces; The graphics pipeline;
Viewing Systems	Cameras; Pinhole camera model; Viewing frustum; Clipping; Projections: viewports, aspect ratio; Coordinate spaces: object, world and camera;
Introduction to OpenGL	Overview of OpenGL: features, libraries, conventions, primitives; Programming with GLUT;
Viewing Systems in OpenGL	Implementation of theory discussed in viewing systems;
Transformations	Transformations; Translation; Rotation: derivation of the rotation matrix; Scaling; Affine transformations; Local coordinate markers;
Hierarchical Transformations	OpenGL matrix operations (pushing and popping); Hierarchies: sample programming a simple hierarchical chain model, multiple branched models;
Hidden Surface Removal	Back-face culling; The Painters algorithm; Z-buffer algorithm; Binary space partitioning trees;
Raster Methods	Raster graphics overview; Pixel coordinates; DDA algorithm; Midpoint line algorithm; Midpoint circle algorithm;
Lighting and Shading	Rendering overview; Light sources; Inverse square law, Cosine rule; Lambertian illumination model; Gouraud shading; Phong shading; Phong illumination model; Materials and shading in OpenGL;
Texturing and Modeling	2D texture mapping; Texture mapping in OpenGL; Content creation; Modelling and texturing an object for display;
Particle Systems	Fundamental principles; Particle attributes and life cycle; Particle dynamics; 2D collision detection.

MODULE 32 PROGRAMMING LANGUAGES & COMPILER THEORY

STAGE	IV
CREDIT POINTS	9
STATUS	CORE
THEMES	Software Development Computer Systems
ASSESSMENT	Continuous Assessment 30% Examination 70%

Indicative Content

Topic	Description
Programming Languages History	A brief overview of programming languages from programming first computers to today's languages.
Categorising translators and compilers.	Translators, Compilers, Interpreters, Interpretive Compilers, Emulators and developing for embedded systems. T-diagrams to describe translators.
Lex	Lexing, mechanisms, motivations. How to use Lex to generate a Lexer. Understanding the Lex utility. Using Lex versus writing customised lexers.
Grammars	Parsing, abstract syntax trees, symbol tables. Context Free Grammars. LL(1) parsing. Limitations of LL(1) parsing. LL(k) parsing. Alternative parsing methods.
Yacc	How to generate a parser using Yacc. Communication between Lex and Yacc. Shift-reduce paradigm, symbol and value stacks. Resolving grammatical conflicts (shift-reduce and reduce-reduce).
Case Study	An in depth look at an interpretive compiler/VM architecture such as Java or .Net with Rotor (Shared Source Common Language Infrastructure)

MODULE 33 PRODUCTION SYSTEMS

STAGE	IV
CREDIT POINTS	9
STATUS	ELECTIVE
THEMES	Business Solutions & Design
ASSESSMENT	Continuous Assessment 30% Examination 70%

Indicative Content

Topic	Description
Manufacturing Strategy	Individual Case Study - Nokia and the Cellular Phone Industry Overview; Systems Perspective - Integration with other Functions; Manufacturing Strategy; Production Environments; Recognising Manufacturing Choices; Value Chain and Competitive Advantage; <ul style="list-style-type: none"> Cost Benefit Analysis;
Product & Process Planning	Individual Case Study - Benihana of Tokyo; Integration with Marketing; Product - Process Life Cycle; Design of Production Processes; Matching Process Technology with Product/Market Requirements; Technology Issues;
Supply Chain Management	Group Case Study – Sunwind; Logistics and Supply Chain Management; Procurement and Supplier Development; Inventory Management Systems; Distribution;
Materials Management	Group Case Study - New Balance Athletic Shoes ; Forecasting and Resource Planning;

	Material Requirements Planning, MRP, MRP II, ERP; Capacity Requirements Planning; Production Activity Control; Integrated Cost Systems;
World Class Manufacturing	Group Case Study - Steinway; World Class Manufacturing; Just-In-Time; Quality Certification; Total Quality Management;
Manufacturing Systems	Group Case Study – Crane; Computer Integrated Manufacturing; CAD, CAM, Robotics; Production Simulation; Project Management - CPM, PERT, Gantt;
Software Packages	Electronic Commerce; Enterprise Systems;
Implementation	Managing Implementation; Measuring Success;

CASE STUDIES	
Manufacturing Strategy	Individual Case Study - Nokia and the Cellular Phone Industry; Definition of Manufacturing Types; Manufacturing Planning and Control Systems Diagrams; Making Business Sense of the Internet; The Value Chain and Competitive Advantage; Exploiting the Virtual Value Chain;
Product & Process Planning	Individual Case Study - Benihana of Tokyo; Matching Process Technology with Product/Market Requirements; Link Manufacturing Process and Product Life Cycles; Another Look at How Toyota Integrates Product Development; Manufacturing by Design;
Supply Chain Management	Group Case Study – Sunwind; Logistics Strategy Planning Framework; E-Procurement at Schlumberger; The Power of Virtual Integration: An Interview with Dell Computer's Michael Dell; What is the Right Supply Chain for Your Product;
Materials Management	Group Case Study - New Balance Athletic Shoes; Mass Customisation at Hewlett-Packard: The Power of Postponement; The Promise and Peril of Integrated Cost Systems; Manufacturing's New Economies of Scale;
World Class Manufacturing	Group Case Study – Steinway; Competing on the Eight Dimensions of Quality; Just-In-Time Production with Total Quality Control; Beyond World-Class: The New Manufacturing Strategy;
Manufacturing Systems	Group Case Study – Crane; Computer Integrated Manufacturing; Integrated Manufacturing: Redesign the Organization before implementing Flexible Technology; MRP, JIT, OPT and FMS; Manufacturing Execution Systems;
Software Packages/Implementation	The Future of Commerce; Putting the Enterprise into the Enterprise System;

MODULE 34

STAGE
CREDIT POINTS
STATUS

RESEARCH PROJECT

IV
15
CORE

THEMES	Business Solutions & Design Computer Systems Software Development Computational Mathematics
ASSESSMENT	Continuous Assessment 100%

MODULE 1	Computer Programming
Stage	I
Credit Points	6
Themes	Software Development - Principles and Practice
Assessment Weighting	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Basic Programming Constructs	Definition of a program and a programming language; simple data types; variables and their associated types; formatted input and output; operators and the evaluation of expressions; assignment statement; program sequence; testing and debugging programs; syntax and semantics; use of if .. else.. to solve problems; boolean expressions and the boolean operators <u>and</u> , <u>or</u> , <u>not</u> ; problems whose solution require boolean expressions; iteration using the while .. loop and for loops; reading lists of data and the use of a sentinel
Array Processing	Why the data structure array is necessary; definition of a linear array; construction of loops to process the elements in an array; use of invariant diagrams to derive solutions to array problems; definition of a two-dimensional array; data processing problems using a two-dimensional array
Character & String Processing	The ASCII table; explain the role of the extended ASCII set and that of control characters; write simple programs to process the character set and manipulate lists of characters; define a string; use the string handling functions; write programs to process text data in the form of strings.
Functions & Parameters	Explain the need for functions and explain their role; explain the need for parameters; write functions with parameters; explain the two types of parameter passing; explain the semantics of function invocation in each case; construct programs using “top-down” method which will involve a combination of functions and functions behaving as procedures.
Error Handling	The understanding of error handling; the use of exceptions and recover action.

MODULE 2	Information Systems Development
Stage	I
Credit Points	6
Theme	Software Development Methods & Management
Assessment Weighting	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Database Models	The DBMS Approach: advantages and disadvantages Hierarchical, Network (CODASYL) and Relational models Strengths, weaknesses and comparison of each model DB schema and Concept model Client-Server architecture
The Database	Generalised functions of a DBMS

Environment	The System Catalog and the Data Dictionary Transaction Management Concurrency and Recovery Database Security - Role of the DBA, Views and Access Privileges Query Optimisation Tuning the Database - Indexes and implementation issues
The Relational Model	Relational Algebra and Relational Integrity Entity-Relationship Modelling Normalisation of Data Structures
Structured Query Language	An introduction to SQL Basic SQL Commands: Create, Insert, Select, Update, Delete Queries with specialised conditions Functions: aggregate and group Advanced SQL commands: Table joins, nested queries, creating views Using SQL in embedded environments Strengths and Weakness of SQL
Developing Database Applications	Developing end-user applications using n-tier models Macros, forms, and report generation Practical Work using a suitable RDBMS
Distributed Databases	Advantages and disadvantages of DDBMS approach Concurrency and Recovery in DDBMS systems DDBMS data distribution: fragmentation and replication DDBMS architectures Transaction and query management in DDBMS Systems Optimisation of distributed queries
Current Developments	Object Oriented Approach ORDBMS versus OODBMS SQL, a look to the future Semantic Query Optimisation

MODULE 3

Software Engineering

Stage

I

Credit Points

6

Theme

Software Development – Methods & Management

Assessment Weighting

Continuous Assessment 40%

Examination 60%

Indicative Content

Topic	Description
Overview of software process	Software engineering paradigms - classic life cycle, prototyping, spiral model; Project management and planning
Feasibility Analysis	Economic, organisational, technical and scheduling feasibility; Definition of project scope
Requirements analysis	Problem definition; communication techniques; requirements elicitation; fact-finding techniques
Structured Analysis Techniques	Process modelling techniques - Data Flow Diagrams, Structured English, Tight English; Logic modelling techniques - Decision Tables, Decision Trees; Data modelling techniques – ERD's, Normalisation, Data Dictionary
System Design	Overview of system design deliverables. Conversion of logical to physical model. System specification using structure charts, cohesion and coupling issues. Human Computer Interface Design – input, output, dialogue.

Coding, Testing & Implementation	Characteristics of efficient code. Flow charts. Software testing techniques and strategies – unit, module, system, performance, black box. Options for installation of new system. Review and maintenance of installed system.
Software Engineering Tools and Techniques	CASE tools. 4 GLs.

MODULE 4 System

Computer Architecture and Operating

Stage	I
Credit Points	6
Theme	Hardware & Software Platforms
Assessment Weighting	Continuous Assessment 40% Examination 60%

Indicative Content

Topic	Description
Computer Arithmetic	Binary, Octal and Hexadecimal number bases. Data Representation: integer, character & floating point. Logic Gates: Gates, truth tables and basic logic circuits.
Internal Hardware Architecture	VLSI Microprocessor: ALU, Control Unit and Registers: IR, IP & general registers Buses: Control, Address & Data Buses Interrupts: Hardware & Software interrupts
Assembly Language	Fetch Execute Cycle Fetch Execute Cycle including interrupts CISC & RISC. Introduction to assembly language programming
Processor Developments	Super scalar architectures: pipelining. Branch prediction & look ahead buffers. New instructions: MMX, SIMD & Streaming SIMD Parallel processing.
Interfaces & Peripheral devices	Interfaces: ISA, PCI, Serial, Parallel, USB, Firewire, IrDA & Bluetooth. Keyboards, mice, joysticks, light pens, monitors: LCD and CRT, scanners & printers.
Memory & Storage Devices	Memory Types: ROM & RAM, dynamic and static ram. Memory packaging: SIMMs, DIMMs & RIMMs. Memory usage: Cache, working & CMOS memory. Magnetic: Disk drives and file systems, tape drives Optical: CD, CD –RW, DVD
Introduction to Operating Systems	Definition of an operating system. Types of O.S. : single & multi user, batch, multi-tasking, network & distributed operating systems. Components of a modern operating system.
Process Management	Process state models Process description: Process image & control block Process control & dispatching
Process Scheduling	Types of scheduling. Scheduling algorithms & performance
Concurrency	Mutual exclusion: Critical section Synchronisation: Mutex, semaphore & monitor

	Deadlock: Prevention & Avoidance Starvation
Memory Management	Memory partitioning Paging & Segmentation
Practical Work	Stripping & Assembly; BIOS setup, partitioning & formatting; DOS installation and modern OS installation

MODULE 5 Development

Multi-Media Systems and Internet

Stage	I
Credit Points	6
Theme	Hardware & Software Platforms
Assessment Weighting	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Multimedia Basics	Overview of multimedia systems and delivery methods;
Media Elements	Multimedia technologies and standards in data transmission and compression of digital audio, graphics and video.
Multimedia Development	Multimedia Production life cycle including: needs analysis, instructional design, storyboarding, flow-charting, prototyping and evaluation; Factors involved in multimedia systems performance, integration and evaluation;
Multimedia Applications	The application of multimedia technology in information systems; E-learning; E-business;
Internet & World Wide Web	The fundamentals of the Internet including the origin of the Internet/World Wide Web; Internet protocols; Applications of the Internet; Browsing and search engine strategies;
Web Legalities	Intellectual property- copyright, trademarks and patents; Privacy and data protection; Internet crime: Defamation, cyber squatting;
Web Development	Mark up languages and web authoring tools; Web site design principles in site building, user Interface, navigation design and information architecture;
E-Commerce	Electronic marketing, advertisement and payment; Business models; Strategy formulation; Firewalls and secure sockets layer;
Internet Programming	An overview of emerging technologies used to create dynamic web pages such as JavaScript, VB script, applets, and active server pages;

MODULE 6

Stage
Credit Points
Theme
Assessment Weighting

Programming and Data Structures

II
6
Software Development – Principles and Practice
Continuous Assessment 50%
Examination 50%

Indicative Content

Topic	Description
Introduction	Need to structure data: Distinguish between data structures and data types Abstract data types User defined types Structures (records) Modelling real world data with appropriate structures
Linear Data Structures	<i>Internal Structures:</i> Arrays Linear Search Sorting (Selection, Bubble, Insertion) Binary search Array processing, tables, sparse arrays; Singly linked lists, doubly linked lists, processing of lists; Structures: Stacks, Queues, Priority queues and their implementation; applications of each. <i>External Structures:</i> Files: Text files; binary files; sequential files; random access files; file processing.
Non-Linear Structures	<i>Internal Structures:</i> Binary trees, binary search trees, well balanced trees Implementation of trees using recursion & iterative techniques Use of trees in application system software. Analysis of algorithms operating on data structures <i>External Structures:</i> Problems with linear file structures: use of non-linear structures: External Sorting
Recursive Data Structures and Algorithms	Tree Data Structures: Binary Search Tree, Heap Recursive algorithms: Simple recursion, Factorial, Fibonacci Tree Traversal, QuickSort The Java Collections Framework

MODULE 7

Stage
Credit Points
Theme
Assessment Weighting

Object Oriented Development

II
6
Software Development – Methods & Management
Continuous Assessment 40%
Examination 60%

Indicative Content

Topic	Description
The Object Paradigm	Classification: Objects and Object Types (Classes); Abstraction; Encapsulation: Data and Behaviour; Access Specifiers; Inheritance and Polymorphism; Aggregation and Association; Software Reuse;
Unified Modelling	Rationale and history of UML;

Language	Use Case Analysis; Structural View: Class and Object diagrams; Behaviour View: Sequence, Collaboration, Statechart, Activity diagrams; Environment View;
Methods for Object Oriented Analysis	Object Behaviour Analysis Object Modelling Techniques Information Modelling Classes, Associations and Attributes Object Relationship Diagrams Dynamic Modelling States, Events Transitions Scenarios and Events Traces State Transition diagrams Functional Modelling Activity Diagrams
Object Oriented Design	Implementation Options; Object Oriented Methodologies; Use of iterative development; Introduction to Patterns and Frameworks;
Object Oriented Programming	Implementation of classes and objects; Static and Dynamic Objects; Testing and debugging in Java; Use of commercial libraries; Sample programs;
Evaluation of the OOD approach	The management perspective Pros and cons of the OO approach Changeover methods and difficulties Suitable application categories Current Issues Standardisation: OMG, COBRA, etc. OO-DBMS v RDBMS OO – OS

MODULE 8

Stage

Credit Points

Theme

Assessment Weightings

Data Communications & Networks

II

6

Hardware & Software Platforms

Continuous Assessment 30%

Examination 70%

Indicative Content

Topic	Description
Introduction to Data Communications	Analogue and digital signals. Transmission impairments: Attenuation, delay & noise. Asynchronous & synchronous transmission. Simplex, half / full duplex line configuration. Frequency & Time Multiplexing, broadband & baseband.
Data Encoding Overview	Digital signal techniques: Manchester, NRZ & Bipolar. Analogue techniques: Amplitude, phase & frequency shift keying. Pulse code modulation & quantisation.
Introduction to Networks	Network definition - goals and applications. Classification of Networks - LAN/MAN/WAN/SAN. Network components: Servers, workstations, cabling, network interface cards.
OSI Model	OSI seven layer reference model: physical layer, data link layer, network layer, transport layer, session layer, presentation layer, application layer.

Topologies & Network Media	Network topologies: star, ring, bus & mesh. Network media selection criteria. Cable/Wireless Media: Coaxial, Twisted Pair, fibre optic, wireless: spread spectrum, microwave and infra red.
Local Area Networking	Data Link Layer services, framing, error & flow control. Media Access Control: CSMA/CD & Token Ring. 802 Standards: 802.2, 802.3/u/z, 802.5. Devices: Hubs, repeaters, bridges and switches.
Internetworking & TCP/IP	Network Layer services, data flow, connection establishment / termination, flow control. Congestion & Static/Dynamic Routing. TCP/IP Model. IP header, addressing & subnetting. Internet Control Protocols: ARP, RARP & ICMP.
End to End Delivery	Transport Layers requirements: addressing, reliability and flow control. TCP / UDP protocols.
Network Security	Encryption/Decryption methods, DES, RSA. Message authentication, message digests and digital signatures Access control firewalls: packet filters and application gateways Security examples: IPSec and SSL
Applications	Email: SMTP & POP3 FTP, TELNET & HTTP

MODULE 9 Windows Programming & Human Computer Interface

Stage	II
Credit Points	6
Theme	Software Development – Principles and Practice
Assessment Weighting	Continuous Assessment 60% Examination 40%

Indicative Content

Topic	Description
Development Environment	Controls: text boxes, list boxes, command buttons, option buttons, check boxes, scroll bars, file list boxes, drive list boxes; menus and forms
Programming	Windows programming language: event driven programming; procedure types; data types and data structures, classes; arrays and array processing; object variables; programming with object variables; responding to mouse events; multiple document interfaces; file processing;
Database Connectivity	Methods of connecting with databases. Perform - search, add, delete and update operations on a record set. Processing queries using sql against a database.
Interface Development	Controls, properties, methods, control arrays, reading keys, responding to events, mouse clicks, designing interface forms, data validation, drag and drop methods, multiple forms, grid boxes
ActiveX Controls	Introduce some ActiveX controls which may be added to the standard Visual Basic control set. Explore ways to develop custom controls.
Human Computer Interaction	Background and scope of HCI. Modelling HCI - representations of users and tasks. Reasoning, mental models and metaphor. Usability - principles and evaluation techniques, Performance and learnability. Information presentation.

MODULE 10

Software Development Project

Stage

II

Credit Points

6

Theme

Software Development – Methods & Management

Assessment Weighting

Continuous Assessment 100%

Indicative Content

Topic	Description
Design Knowledge	Each student will begin by creating a plan for the various phases of the project. Students will draw on their knowledge of systems analysis and design to create realistic and carefully designed goals. Implementation should not begin until the design strategy has been approved by the supervisor;
Programming skills	Implementation of the system will usually be in a language that the student has learned in prior course modules. In this way the student will already have the basic tools to begin implementation and hence can acquire further knowledge of the language during development.
Relational database knowledge	Normally the project will require the student to design a database. Students can draw on their knowledge of databases from prior modules to ensure correct relationships and normalisation. This should be done before implementation begins.
Documentation skills	As part of the assessment the student will be required to complete a minor thesis to support the system. This should include the initial functional specification along with the design methodology used and the various motivations for the project.

MODULE 1

COMPUTER PROGRAMMING

Stage

I

Credit Points

6

Theme

Software Development

Assessment Weighting

Continuous Assessment 50%

Examination 50%

Indicative Content

Topic	Description
Basic Programming Constructs	Basic Syntax and semantics of a high-level language; Variables, types, computation, expressions and assignment; Simple I/O; Conditional and iterative control structures; Test and debug simple programs.
Array Processing	Why the data structure array is necessary; Definition of a linear array; Construction of loops to process the elements in an array; Use of invariant diagrams to derive solutions to array problems.
Character & String Processing	The ASCII table: Explain the role of the extended ASCII set and that of control characters; Write simple programs to process the character set and manipulate lists of characters; Define a string; Use the string handling functions; Write programs to process text data in the form of strings.
Structural Decomposition	Explain the need for functions and explain their role; Explain the need for parameters; Write functions with parameters; Construct programs using “top-down” method, which will involve a combination of functions and functions behaving as procedures.

MODULE 2

MULTI-MEDIA SYSTEMS

Stage	I
Credit Points	6
Status	Core
Theme	Windows Systems
Assessment Weighting	Continuous Assessment 50%
	Examination 50%

Indicative Content

Topic	Description
Multimedia Overview	Origins and history of multimedia; Evolution of multimedia; Multimedia real world applications; Delivery methods;
Multimedia Components	The multimedia machine: hardware & software components; <i>Hardware components:</i> computer, monitor, CD-ROM, video capture card, digital camera reader, sound card, tablet, CD writer, microphones, headphones etc.; <i>Multimedia software tools:</i> Audio editing, video editing, graphic creation, animation, image editing, authoring packages, web authoring, music software.
Multimedia Roles	<i>Production roles:</i> designer, graphics artist, copywriter, composer; <i>Technical skills and roles:</i> video, sound, photographer, video editor, animator, technical writer; <i>Software roles:</i> programmer, website producer, tester; <i>Management roles:</i> project manager, document manager, account manager, researcher;
Multimedia Elements	Digital Photography: practical use, filters, storage, computer connections, scanners, photo-editing; Computer Graphics: Image properties, colour schemes, file formats, graphic creation and manipulation, practical implementation; Digital Audio: the hearing process, digitised sound, compression, audio file formats, sound cards, editing audio, music formats; Digital Video: recording technology, analogue formats, digital formats, digitising video, compression;
Internet & WWW	History of the Internet and World Wide Web; Future of computing; e-Business and e-Commerce; Internet connections, issues and technology required;
Multimedia Legal, Ethical and Social Issues	Intellectual property: copyright, trademarks and patents; Legal Issues: privacy, tracking devices, accessibility, unsolicited mail, defamation; Global issues;

MODULE 3

DIGITAL SYSTEMS

Stage	I
Credit Points	6
Theme	Computer Architecture & Systems
Assessment Weighting	Continuous Assessment 30%
	Examination 70%

Indicative Content

Topic	Description
Computer Arithmetic	Binary, Octal and Hexadecimal number bases; Data Representation: integer, character, floating point numbers;

Digital Electronics	Logic Gates & Truth Tables; Boolean Logic & Karnaugh Maps; Basic Logic circuits using NAND gates only; Half & Full adder circuits;
Data Transmission	Methods of Data Transfer: serial & parallel; Synchronisation: SYN & ASYN; Line configuration: Simplex & duplex; Buses: Control, Address & Data Buses;
Internal Hardware Architecture	VLSI Microprocessor; ALU & Control Unit; Registers: IR, IP & general registers;
Assembly Language	Fetch Execute Cycle; Fetch Execute Cycle including interrupts; CISC & RISC; Introduction to assembly language programming;
Processor Case Study	Overview of a modern processor; Registers, flags, segments and architecture;
Introduction to Computer Languages	Assembly; Compilation & Linking; Interpreter-based; Language Generations;

MODULE 4

COMMUNICATION SKILLS

Stage	I
Credit Points	6
Theme	Management Studies
Assessment Weighting	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Introduction to Oral Communications	The Importance of Communications; The Communications Process; Levels of communication; One way; Two way; group communications; team communications; Effective listening; dealing with criticism, change and conflict; Recognition of diversity and multiculturalism; Irish legislation on equality;
Presentation Skills	Preparation, structure and delivery of a presentation; Types of non-verbal communication and their uses;
Written Communication Skills	Assignment and Report Writing; Synopsis skills; Project Presentation – use of tables of contents, table of figures and bibliography;
Word Processing Software	Page Set up & formatting: Headers & Footers, Page Breaks, Page Numbers, Bullets & Numbering; Creating a Table of Contents and a Table of Figures; Editing: Cutting & Pasting, Copy, Find & Replace; Views; Insert picture, file, caption; Tools: Spell Checking, Grammar Checking; Tables: Inserting tables, Rows, Columns & Sorting; Diagrams: Using the drawing toolbar;
Presentation Software	Slide set up & formatting: Headers & Footers, Slide Numbers, Bullets & Numbering; Editing: Copy, Cut and Paste, Find & Replace; Views: Insert picture; Tools: Spell Checking, Grammar Checking; Diagrams: Using the drawing toolbar; Develop a PowerPoint presentation incorporating Word Art, graphics and animation.

MODULE 5

DISCRETE MATHEMATICS

Stage	I
Credit Points	6
Theme	Mathematics
Assessment Weighting	Continuous Assessment 20%
	Examination 80%
Indicative Content	

Topic	Description
Arithmetic & Algebra	Laws of arithmetic and algebra; Rules of precedence; Transformation of formulae; Solutions of algebraic polynomials; Inequalities;
Logic	Introduction: compound statements, sub statements, connectives; Propositions and Truth Tables: logic variables, conjunction, disjunction, negation, DeMorgan's Laws, Distributive Laws; Tautologies and Contradictions: logical equivalence, conditional and biconditional statements;
Sets, Relations & Functions	Introduction: sets, elements, members; Sets: universal set, universe of discourse, empty set; Set Relations: containment, subset, equivalence relations; Set Operations: complement, union, intersection, disjoint, difference, Distributive Laws, DeMorgan's Laws; Venn Diagrams; Set Functions;
Linear & Simultaneous Equations	Equations and identities; Linear Equations: simplification and solution; Simultaneous Equations: two and three unknowns, solutions by substitution and equating coefficients;
Matrices	Introduction: definition, order, types; Operations: addition, subtraction, multiplication-scalar and matrix, transpose, inverse; Solutions of sets of linear equations;
Graph Theory	Basic concepts: Graphs & Multigraphs: degree of a vertex, connectivity; Graph Types: complete, regular, bipartite, planar, labelled, tree, directed;

MODULE 6 PROCESSING

PROGRAMMING AND INFORMATION

Stage	I
Credit Points	6
Theme	Software Development
Assessment Weighting	Continuous Assessment 60%
	Examination 40%
Indicative Content	

Topic	Description
Procedures and Parameters	Passing parameters to procedures and functions as value parameters and reference parameters;
Classes and Objects	Creating record structures in the form of objects; Processing collections of records using arrays and dynamic data structures; Introduce the collection class and vectors in Java;
Screen and Report Design	Design of data input screens; validation techniques; Design of test data for data processing;

Array Processing	Creation and processing of two-dimensional arrays;
Developing Software Applications	Design of software systems; design and implement a system using an outlined design strategy;
Records and Files	Retrieving and saving data to and from text files.

MODULE 7 SYSTEMS ANALYSIS

Stage	I
Credit Points	6
Theme	Systems Development
Assessment Weighting	Continuous Assessment 40%
	Examination 60%

Indicative Content

Topic	Description
Overview of system development	Organisational environment: data, information and processing; The need for computer based information systems; Organisational structure; Role and responsibilities of systems analyst; Skills required; Software development models: Classic life cycle model;
Structured Systems Analysis and Design Method	Introduction to SSADM; Methodology: stages involved and deliverables expected.
Feasibility Analysis	Risk analysis: Economic, organisational, technical and scheduling feasibility; Preparation and contents of feasibility study report;
System Investigation	Understanding of problems and opportunities in organisations; Problem definition; Fact finding techniques: interviewing, questionnaires, and observation, examining document usage;
Structured Analysis Techniques	Process modelling techniques: Data Flow Diagrams, Structured English, Tight English; Logic modelling techniques: Decision Tables, Decision Trees; Data modelling techniques: ERD's, Normalisation, Data Dictionary; Time dependent techniques: Entity life histories.

MODULE 8 OPERATING SYSTEMS

Stage	I
Credit Points	6
Theme	Computer Architecture & Systems
Assessment Weighting	Continuous Assessment 40%
	Examination 60%

Indicative Content

Topic	Description
Introduction	Definition of Operating System (O.S.); Types of OS: single user, multi-tasking, multi-user, network, distributed, multimedia; Views of an OS: application user, applications programmer, systems programmer, OS designer;
Structure of Modern Operating Systems	Layered model of OS architecture; OS components: Process management; memory management, process scheduling; File management and file systems; Networking; Security and Protection;
Process Management	Definition of process; Process life cycle. Schedulers; CPU scheduling algorithms and scheduling criteria. Process deadlock; Deadlock characteristics; Methods for handling deadlock.
Memory Management	Contiguous memory management; Different swapping schemes;

	Limitations of swapping; Dynamic storage allocation problem; Non-contiguous memory management; Introduction to paging and segmentation. Paging and page replacement algorithms; Virtual memory; benefits and uses;
File Management and File Systems	File organisation; Directories; Disk scheduling algorithms; Fragmentation;
Security and Protection	Viruses, worms and Trojan horses; Avoiding viruses; Dealing with a virus; Virus protection software; Threats to a computer system: Hackers and unauthorised users; File access rights; Access matrix and domains;
Case Studies	Linux operating system and another personal operating system; Installation and use of command prompt; Batch files and scripting; Use of Linux GUI and Linux applications.

MODULE 9

ORGANISATIONAL BEHAVIOUR

Stage	I
Credit Points	6
Themes	Management Studies
Assessment Weighting	Continuous Assessment 30% Examination 70%

Indicative Content

Foundations of Organisational Behaviour	Approaches to Organisations Behaviour; Issues and research methods;
Historical Development of Organisation and Management Approaches	Historical development of organisation and management; Classical Era; Human Relations Era; Contingency Approach; Systems Approach;
Introduction to Management Behaviour	Role of the manager and managerial styles; The relationship of management style to organisational structure, strategy and culture; Delegation and decision making;
The Individual	Motivation Theories and Job Satisfaction; Personality and Perception; Learning Theories; The Nature of Leadership;
Foundations of Group Behaviour	Group Dynamics; Effective Groups; Group Formation; Team Roles; The Nature of Leadership;
Organisational Dynamics	Organisational Change; Stress Management.

MODULE 10

CONTINUOUS MATHEMATICS

Stage	I
Credit Points	6
Theme	Mathematics
Assessment Weighting	Continuous Assessment 20% Examination 80%

Indicative Content

Topic	Description
Algebra	Basic laws of arithmetic: integers, Special factors, remainder theorem, rational functions, solution sets;

	Solving polynomials: quadratic, cubic; Indices; Logarithms; Inequalities;
Trigonometry	Angle measurements: Radian, degrees; Trigonometric ratios, functions & identities; Sine and Cosine rules; Solving triangles; Compound angles and associated formulae; Inverse trigonometric functions;
Limits	Periodic functions: range and period, graphs, sine and cosine waves; Limits: laws of limits; Differentiation from first principles; Differentiating reciprocals and roots;
Differentiation	Differentiation by rule: Product, Quotient and Chain; Differentiating trigonometric functions; Implicit and Parametric differentiation; Higher derivatives; Exponential functions; Logarithm functions; Inverse trigonometric functions;
Integration	Indefinite and Definite integral; Integration by substitution; Integration of Rational and trigonometric functions; Areas and Volumes by Integration;
Vector Algebra	Scalar and vector quantities; Vector spaces and operations; Linear operations; Geometrical interpretations (2D, 3D); Orthonormal Basis;

MODULE 11

RELATIONAL DATABASES

Stage	II
Credit Points	6
Theme	Software Development
Assessment Weighting	Continuous Assessment 50%
	Examination 50%

Indicative Content

Topic	Description
Relational Database Theory	Introduction to databases; Database models: Hierarchical, network, object oriented and relational.
Entity Relationship modelling	ERDs : Theory and practical implementation; ER to relational mapping; Normalisation of relations.
Introduction to Database Implementation	Creating tables; Creating and running queries; Creating forms; Creating reports;
Advanced Database Implementation	Building constraints into the database; Primary and foreign keys; Creating relationships between tables; Referential integrity; Creating cross table queries.
The Database Environment	The System Catalogue and the Data Dictionary; Database Security; Role and responsibilities of the DBA; Views and Access Privileges; Query Optimisation.

MODULE 12**SYSTEMS DESIGN**

Stage	II
Credit Points	6
Theme	Systems Development
Assessment Weighting	Continuous Assessment 40%
	Examination 60%

Indicative Content

Structured Systems Analysis and Design Method	Introduction to SSADM; Methodology, stages involved and deliverables expected;
System Design	Conversion of Logical to Physical model; System specification using structure charts, cohesion and coupling issues;
Design Strategies	Jackson Structured Programming: Data structure diagrams, sequences, selection, iteration; Program structure diagrams; Generation of pseudocode;
Human Computer Interface	HCI design: Input, output, dialogue design; Principles of good screen layout; Comparison of HCI alternatives: Command line, GUI, menus, forms; Ergonomics;
Implementation and Testing	Characteristics of efficient code; Software testing techniques and strategies: Unit, module, system, performance, black box; Options for installation of new system; Review and maintenance of installed system;
Software Engineering Tools and Techniques	CASE tools which aid design process: front-end, back-end, re-engineering, integrated tools; Fourth Generation Languages.

**MODULE 13
WITH VISUAL BASIC****PROGRAMMING FOR WINDOWS**

Stage	II
Credit Points	6
Theme	Software Development
Assessment Weighting	Continuous Assessment 60%
	Examination 40%

Indicative Content

Topic	Description
Development Environment	Controls: Text boxes, list boxes, command buttons, option buttons, check boxes, scroll bars, file list boxes, drive list boxes, menus and forms;
Programming	VB programming language: Event driven programming; procedure types; data types and data structures; arrays and array processing; object variables; programming with object variables; responding to mouse events; multiple document interfaces;
Interacting with the Windows Environment	Selecting text; Using the clipboard; using timer controls;
Database Connectivity	Connecting Visual Basic programs to a database using a database control; Perform search, add, and delete operations on a recordset;
ActiveX Controls	Introduce some additional ActiveX controls, which may be added to the standard Visual Basic

	control set. Explore ways to develop custom controls.
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MODULE 14

NETWORKS

Stage	II
Credit Points	6
Theme	Computer Architecture & Systems
Assessment Weighting	Continuous Assessment 40% Examination 60 %
Indicative Content	

Topic	Description
Networks Introduction	Network definition: Goals and applications; Network topologies; Classification of Networks - LAN's, MAN's, WAN's & SAN's. Types of servers: File, print, database, web servers; Network models: Peer to Peer & Client/Server models;
Network Standard Models	OSI seven layer reference model: Overview of services and function of each layer; TCP/IP model overview;
Data Communications	Analogue & digital signals; Analogue encoding: ASK & FSK; Digital Encoding: Manchester & NRZ; Terminology: Bandwidth & data rate, broadband & base band technology, point-to-point & broadcast networks; Asynchronous & synchronous transmission; Simplex, half / full duplex line configuration;
Transmission Media	Guided: Twisted pair, coaxial & Fibre-optic cable; Unguided: Radio waves;
Local Area Networks	Data Link Layer: Framing, MAC addressing, error & flow control; LAN protocols: IEEE 802 series: 802.3 & 802.5; Equipment: Hubs, repeaters, bridges & switches;
Wide Area Networks	TCP/IP suite: IP, TCP, UDP, ARP; Basic routing: Static & dynamic; WAN equipment: Gateways & routers;
Network Applications	Web protocols: HTTP; Email: SMTP & POP3; FTP;
Practical Case Studies	Corporate desktop operating system; Configuring a peer to peer LAN; Corporate Server Operating System; Configuring a Client / Server LAN;

MODULE 15

FINANCIAL ACCOUNTING

Stage	II
Credit Points	6
Theme	Management Studies
Assessment Weighting	Continuous Assessment 20% Examination 80%
Indicative Content	

Topic	Description
Accounting Concepts and Theory	Entity and propriety concepts; Accounting concepts, bases and policies; Application to transaction reporting;

	Drafting simple accounting statements; Principles of double entry accounting; Stock Control, Payroll; Basic Financial Statements: Profit & Loss Account, Balance Sheets;
Objectives of Financial Statements	Purpose of accounting; Accounting terminology; Communication of information; Information needs of major user groups;
Records, Procedures & Systems	Techniques of Double Entry Book-keeping; Control Accounts; Journals; Personal Ledgers; Nominal Ledgers; Accounting for Accruals, Prepayments and Adjustments;
Stock, Fixed Assets and Depreciation	Current Assets and Current Liabilities; Capital and Revenue Expenditure; Bad Debts and Bad Debt provisions; Reserves and Provisions; Bank Reconciliations; Corrections of Errors;
Financial Reporting for Different Entities and Awareness of Current Developments	Accounting Standards and Application, Grants, Tax, Stock, Research and development, cash flow statements;
Preparation and Presentation of Financial Statements using Office Automation	Hardware: Computers and Communications, trends in technology; Use of standard Business Computing (e.g. Cash Flow projections using spreadsheets);

MODULE 16 DATA STRUCTURES AND OBJECTORIENTATED METHODS

Stage	II
Credit Points	6
Themes	Software Development
Assessment Weighting	Continuous Assessment 40% Examination 60%

Indicative Content

Topic	Description
Introduction	<i>Need to structure data:</i> Distinguish between data structures and data types; Abstract data types; User defined types; objects and object types - classes; Structures (records); Modelling real world data with appropriate structures;
Linear Data Structures	<i>Internal Structures:</i> Arrays; Linear Search; Sorting (Selection, Bubble, Insertion); Binary search; Singly linked lists, doubly linked lists, processing of lists; Structures: Stacks, Queues; applications of each:
Non-Linear Structures	<i>Internal Structures:</i> Binary trees, binary search trees, well balanced trees; Use of trees in application system software;
Recursive Data Structures and Algorithms	Tree Data Structures: Binary Search Tree, Heap; Recursive algorithms: Simple; recursion, Factorial, Fibonacci; Tree Traversal; The Java Collections Framework;

Object Oriented Design	Introduction of basic concepts of Object Oriented Programming; Encapsulation; inheritance; State; Behaviour; Reuse of code.
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MODULE 17 INTERNET PROGRAMMING

Stage	II
Credit Points	6
Theme	Windows Systems
Assessment Weighting	Continuous Assessment 50%
	Examination 50%

Indicative Content

Topic	Description
Internet & World Wide Web	Origins and structure of the Internet; Internet topologies: peer-to-peer, server-centric; Internet services & protocols (TCP/IP, FTP, WAP, DNS, HTTP, Telnet, etc.); Web hosting and Internet Service Providers;
Website Design	Development Techniques; Requirements Analysis & Specification; Design principles, requirements and documentation; Design methodology: statement of purpose, site map, site metaphor, page design; HCI & User Interaction Design; Screen Design, Colour, Text, Graphics; Evaluation & Testing;
Web Development	Websites and multimedia; Mark up languages and implementation: HTML basics, lists, tables, hyperlinks, frames, multimedia insertion; Incorporating multimedia into websites: file formats, compression techniques and plug-ins; HTML editors/generators from a practical viewpoint; Testing and uploading websites;
Internet Programming	Dynamic websites: client-side/server-side processing; Practical introduction to client-side programming; Overview of server-side concepts and structure; Current technology overview; Web Servers; DHTML: Dynamic Object Model;
E-Commerce	Concepts of E-commerce and technologies employed; Techniques used to integrated e-commerce solutions: shopping carts and invoice processing; Security procedures and issues: authentication, verification and validation techniques (cryptography, digital signatures etc.); Legal and ethical issues;

MODULE 18 MANAGEMENT SUPPORT SYSTEMS

Stage	II
Credit Points	6
Theme	Management Studies
Assessment Weighting	Continuous Assessment 30%
	Examination 70%

Indicative Content

Topic	Description
Information Systems	Levels of information systems: operational, tactical, strategic; Levels of decision making and decision types; Characteristics of information;

	Hierarchy of information system types; Traditional versus contemporary (computer-aided) management;
Management Information Systems	Characteristics and Benefits of MIS; Online Analytical Processing (OLAP);
Decision Support Systems	Benefits of DSS; Components of DSS; Characteristics of DSS; DSS Hierarchy; DSS Packages; Web-based DSS;
Executive Information Systems	Benefits of EIS; Characteristics of EIS decisions; Hard versus Soft Information; Development Success Factors; EIS Packages;
Group Support Systems	Characteristics of Group Decisions; Advantages and disadvantages of group decisions; Group Support Systems Design and Implementation; Approaches to GSS – Meetingware, Groupware, Conference Room; GDSS Software;
Make vs. Buy	Cost-Benefit analysis. Flexibility and Business; Justification of technology including the 'make or buy' decision.
Outsourcing	Trends in outsourcing; Risks of outsourcing; Current trends;

MODULE 19

PC TROUBLESHOOTING

Stage	II
Credit Points	6
Theme	Computer Architecture & Systems
Assessment Weighting	Continuous Assessment 50% Examination 50%

Indicative Content

Topic	Description
Computers System	Overview of modern computer specifications; Computer system components: motherboard, cpu, memory, power supply; Standard connectors used: RJ, DB, Centronics, PS/2, DIN, mini DIN, mini jacks;
Processors & processor development	Pentium to modern day processor; Super scalar architectures: pipelining; Branch prediction & look ahead buffers; New instructions: MMX, SIMD & Streaming SIMD; Parallel processing;
Buses & Interfaces	Buses: Control, Address & Data Buses; Expansion buses; Internal: ISA, EISA, PCI & AGP; External: Serial, parallel, USB, Firewire, IrDA & Bluetooth;
Motherboards & Chip sets	Form factors; Chipset architecture: North & South bridge, Intel hub;
Memory	Memory Types: ROM & RAM, dynamic, static and synchronous ram; Memory packaging: SIMMs, DIMMs & RIMMs; Memory usage: Cache, working & CMOS memory; Memory ECC/parity bits;
Mass Storage Devices	Magnetic: Disk drives and file systems, tape drives; Optical: CD, CD –RW, DVD;

Input Devices	Keyboard, Mouse, touch pads, touch screens & scanners;
Output Devices	Printers: Dot Matrix, Inkjet, Laser, Thermal; Screens: Scan Rates, Refresh Rates, LCD & CRT;
System Bootup	Bootstrapping, BIOS & CMOS settings;
System Resources & Device drivers	IRQ's, I/O Address, Address Range; Device drivers;
Introduction to DOS operating system	Minimum DOS boot files; DOS Boot sequence; Batch files; Autoexec & config.sys files;
Software Support Tools	Diagnostic Software: Norton utilities, Virus Checking;

MODULE 20

SOFTWARE PROJECT

Stage	II
Credit Points	6
Theme	Systems Development
Assessment Weighting	Continuous Assessment 100%

Indicative Content

Students will be given a range of suitable project topics on commencement of the module from which they may choose. These will be set by the teaching panel and will reflect their own particular research interests. Students may also propose their own project area for study. In these cases, the proposals will be considered by staff to assess their suitability.

All projects will involve analysis, design and implementation stages. Students will be obliged to provide clear documentation of the work undertaken at all stages. The particular project undertaken may be drawn from any one of the modules on the programme. Typically however, it will involve further study into a number of the modules previously presented.

READING LIST

Title	Author	Publisher	Year
Essential			
Tourism: The Business of Travel 2 nd edition	Cook, RA, Yale, LJ, Marqua, JJ	Prentice Hall	2001
Recommended			
Tourism Planning 3 rd ed	Gunn, CA	London: Taylor & Francis	1994
Tourism & the Environment: A sustainable relationship	Hunter, C & Green H	London: Routledge	1995
Sustainable Tourism: A Marketing perspective	Middleton, VTC	Oxford: Butterworth & Heinemann	1998
Tourism: Economic, Physical, & Social Impacts	Matheson, A & Wall, G	Addison-Wesley Publishing	1992

GRADUATE BUSINESS MODULES

MODULE: INTERNATIONAL FINANCIAL MANAGEMENT

Module:	International Financial Management
Stage:	2
Theme:	Accounting & Finance
Credit Points:	12

Underpinning modules: Management Accounting and Control

Module description:

This module focuses on the critical elements of financial decision making for organisations, including investment, financing and dividend decisions, the evaluation and application of investment potentials and strategies, and corporate valuation. Students will build in-depth knowledge of financial risks and risk management, sources of corporate finance and cash management, and the critical application of techniques in the employment and management of financial resources in a commercial environment. The focus of this module is specifically directed to financial management in the challenging and complex international environment.

Aims:

- To provide students with an understanding of the role of corporate finance in an international business enterprise.
- To explain the key elements required for effective financial decision-making in the contemporary global business environment and ensure that students can make strategic financial decisions.
- To enable students to critically analyse corporate governance and understand the strategic implications of financial planning.
- To give students an in-depth understanding of risk-management at national and international levels.
- To allow students to analyse investment decisions, corporate growth, mergers and acquisitions.
- To ensure that students grasp the influence of global business environment on the strategic financial management of organisations and the applications of internet and inter-organisational commerce.

Learning outcomes:

On completion of this module students will be able to:

- Display in-depth contextual knowledge of international business, its environment and operations including foreign direct investments.
- Structure the finances of a business operating in the global environment.
- Assess the impact of national boundaries upon capital budgeting decisions and evaluate and apply international capital budgeting techniques.
- Appreciate and assess the additional opportunities and risks involved in conducting business across boundaries.
- Critically evaluate the tax consequences of operating in different tax jurisdictions.
- Conduct corporations valuations.
- Function effectively within the international monetary environment and with the markets for international financial instruments including derivatives.
- Know the historical evolution of international monetary systems and understand the reasons behind the major currency crises.
- Recognise the Balance-of-Payments Accounts and macroeconomic implications thereof.
- Critically appraise the operation of foreign exchange markets, quotations, transactions, and computations.
- Evaluate the theory behind international parity relationships and exchange rate determination, and apply this theory to practical examples involving international financial decisions.
- Evaluate the theoretical framework determining the relationships amongst inflation, interest rates, and currency values.
- Analyse and assess the financial consequences of, the different types of foreign currency exposure faced by multinational organisations and apply techniques designed to manage this exposure.
- Extend existing knowledge on diversification into International Portfolio Investments.
- Review and revise the existing knowledge on managerial financial issues such as capital structure, cost of capital, and capital budgeting, and adapt them into international dimensions.
- Engage confidently in critical analysis and decision-making.

Indicative syllabus:

- **Introduction to financial management**

Financial management and the creation of value

Analysis of financial statements
Planning and forecasting
The financial environment
Financial management concepts

- **Foundations of international financial management**

Theoretical foundations
Multinational enterprise and multinational financial management
Globalisation and the multinational organisation
The International Monetary System
Balance Of Payments and international economic linkages
The foreign exchange market
Determination of exchange rates
International parity relationships and currency forecasting

- **World financial markets and institutions**

International banking and money market
International bond market
International equity markets
Currency futures and options markets
Currency and interest rate swaps

- **Foreign exchange exposure and risk management**

Measuring and managing economic exposure
Measuring and managing accounting exposure

- **Financing foreign operations and investments**

Financing foreign trade
Current asset management and short term financing
Managing the multinational financial system
Organisational strategy and foreign direct investment
International portfolio investments
International capital structure and dividend policy
The cost of capital for foreign investments
International capital budgeting
Interest Rate Management
Multinational cash management
Exports and imports
International political risk

- **The international taxation environment**

Taxation as a cost for international enterprise
Differences in national tax regimes
The impact of national tax laws and international tax treaties
The impact of international e-commerce on traditional tax concepts and allocation of revenue

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

This module will be delivered through participative lectures and tutorials/seminars where students will make regular presentations. Lectures will require significant prior reading of both assigned and independently sourced material and will be largely participative. Case studies will be used extensively to promote thorough understanding of the theory and practice of financial management in a global context. The module will particularly focus on recent and current developments in the international financial environment and will critically evaluate the implications of these developments for managing a business. Students will be required to engage in significant self-directed study and preparation for

seminar style presentations. All students will also carry out two major assignments as part of the module.

Assessment:

Coursework: 50%
End of semester examination: 50%

Students' marks for this module will be divided between 2 major assignments set as coursework and worth 25% each, and an end of semester examination worth 50%. The two assignments will require students to prepare in-depth analyses reviewing two major topics in international financial management which will be agreed on an individual basis with the lecturer and will be delivered in a pre-defined structured format. Students will be required to summarise their reports and present their topic reviews to the class for discussion. There will also be an 'open-book' end of semester examination where pre-seen cases will be examined and critically evaluated.

Indicative reading material:

- Arnold, B (1999) International Tax Primer, Kluwer Law International
Baker, P (2001) Double Tax Conventions and International Tax Law, Sweet & Maxwell
Begg, D (2002) Global Economics: Contemporary Issues for 2002 E-BOOK, McGraw-Hill
Brigham, EF & Daves, PR (2001) Intermediate financial management, 7th Edition, South-Western
Buckley A (1999) Multinational Finance, 4th Edition, Prentice Hall
Click, RW & Coval, JD (2001) The Theory and Practice of International Financial Management, Prentice Hall
Daniels, JP & VanHoose, D (2002) International Monetary & Financial Economics, 2nd Edition, South-Western
Eiteman, DK, Stonehill, AI, & Moffett, MH (2001) Multinational Business Finance, 9th Edition, Addison-Wesley
Eun, CS & Resnick, BG (2001) International Financial Management, 2nd Edition, Irwin McGraw Hill
Flowers, EB and Lees, FA (2002) The euro, capital markets, and dollarization, Rowman & Littlefield Publishers
Kester, C, Fruhan, WE, Piper, TR & Ruback, R (1997) Case problems in finance, 11th Edition, Irwin/McGraw-Hill.
Madura, J (2001) Financial markets and institutions, 5th Edition, South-Western
Marshall, M (1999) The Bank: the birth of Europe's Central Bank and the rebirth of Europe's power, Random House
Miller, RL & VanHoose D (2001) Macroeconomics, Theories, Policies & International Applications 2nd Edition, South-Western
OECD Model Tax Convention (2000)
Rugman, AM (2001) Oxford Handbook of International Business, Oxford University Press
Schaffer, R, Earle, B & Agusti, F (2001) International Business Law and its Environment, 5th Edition, West (Thomson Learning)
Scott, HS & Wellons, PA (2001) International Finance: Transactions, Policy and Regulation, 8th Edition, Foundation Press.
Solnik, B (2000) International Investments, 4th Edition, Addison-Wesley.

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: International Operations Management

Stage: 2
Theme: Operations
Credit Points: 12
Underpinning modules: Information Technology Management

Module description:

This module deals with Operations Management as the systematic direction and control of the processes that transform inputs into finished goods or services, with particular reference to the management of global operations. Students will develop detailed knowledge of the concepts,

approaches, techniques and analytic methods useful in understanding the management of operations, focusing on the management of processes. The module therefore applies to both for-profit and non-profit organisations, to both service and manufacturing organisations, and to virtually any functional area or industry.

Aims:

- To provide students with an understanding and knowledge of the nature and practice of operations management and the contribution of operations management to determining and achieving corporate/business strategy.
- To familiarise students with the problems and issues confronting operations managers.
- To provide students with an understanding of the language, concepts, insights and tools associated with operations management in order to gain competitive advantage.

Learning outcomes:

On completion of this modules students will:

- Analyse the significance of the role of operations in supporting the business strategy.
- Integrate operations with other functions in the organisation and with the wider network of suppliers and customers.
- Establish clear performance objectives and process measures, and analyse the interrelationships between the performance objectives in Operations Management when designing an operating system.
- Evaluate the impact of the organisational context on process management and improvement.
- Identify the main aspects of process and layout design, evaluate the trade-offs between these aspects, and competently employ relevant quantitative methods in support of layout design and in evaluating and improving the efficiency and effectiveness of processes.
- Apply the design, planning and control, and improvement decisions to be taken in the operations function.
- Appraise key concepts in inventory planning and control, and evaluate the trade-offs between performance objectives in this area.
- Employ appropriate network planning methods for effective project planning and control.
- Recognise and deal with risk within major projects.
- Successfully introduce innovations in the way that operations are undertaken.
- Critically evaluate the impact of technological advances on the management of operations.
- Critically appraise supply chain management models and the impact of supply chain management on the success and profitability of an organisation.
- Appraise quality management methods and competently employ technical tools for managing quality in operations.
- Effectively deal with key managerial and strategic challenges in both service and manufacturing operations.

Indicative syllabus:

- **Introduction to Operations Systems**

The concept of operations management

The operations function and its relation with other business functions

The role of the operations manager

Global operations strategy

- **Managing operations**

Successful systems operation

Managing performance

Managing timing and budgets

Managing technology and people

Technology management for global operations

- **Business Process Design**

Process concept
Design of the operation network - layout and flow
Process effectiveness and efficiency
Process technology
Job design and work organisation
Business process reengineering

- **Forecasting**

Objectives of forecasting
Logic of forecasting
Qualitative and quantitative methods for forecasting
Measurement and monitoring of forecasting systems

- **Capacity Planning**

Strategic capacity planning
Equipment management
The concept of total cost of ownership
Volume analysis
Breakeven models
Decision tree analysis
Global resource planning

- **Facility location and layout**

Factors affecting location decisions
Methods for analysing location problems
Facility layout problems
Decision analysis in manufacturing and service sectors
Global logistics – distribution and warehousing

- **Inventory planning and control**

Functions and costs of inventory management
ABC analysis
Economic ordering quantity model
Vendor managed inventory system
Inventory replenishment systems
Inventory management for global operations

- **Just-in-Time (JIT) systems**

Philosophy and concept of JIT systems
Pulling versus pushing production system
JIT in service industry
E-procurement and JIT purchasing

- **Supply Chain Management (SCM)**

Concept of SCM
Global SCM
Information coordination
Cost and benefit of postponement
Quick response
Worldwide sourcing

- **Quality Management and Quality Control**

Total quality management (TQM)
Quality measurement
Quality cost
Quality inspection
Statistical quality control
Global operations quality improvement

- **Project Management**

Project and its working team

Project break down
Gantt charts
Project time, cost and critical tasks in projects

- **Operations Improvement**

Reviewing and developing operations strategy
Improving the operations systems
Failure prevention and recovery
Optimised Production Technology (OPT)
Managing change and changing demand

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods

This module will be delivered through a variety of teaching methods and materials. Classes will consist of lectures, discussion based tutorials and seminar presentations. Fundamental concepts will be covered in lectures and readings, while analytical tools will be presented in notes, discussed in tutorials and reinforced by case assignments. Cases will also be used to illustrate the context and complexity of operations issues and the current industry and systems developments that facilitate more efficient operations management. Students will need to undertake significant self-directed reading to support preparation for their seminar presentations and assignments.

Assessment:

Coursework:	50%
End of semester examination:	50%

In this module, students will be required to undertake 2 major assignments (2 x 20%) and 2 minor assignments (2 x 5%) as part of their coursework. The major assignments will involve designing an operating system for an international service or manufacturing industry and will require students to make a case as to why this particular system supports the organisational strategy; the second major assignment will involve a thorough theoretical exploration of the various models in use in operations management. The two minor assignments will involve the analyses of two case-studies which focus on the application of supply-chain models and quality management methods which students will be asked to critically evaluate and appraise. At the end of the semester, there will be an examination worth 50% of the total marks for the module which will be partially 'open-book' requiring the evaluation of pre-seen cases in operations management.

Indicative reading material:

- Chase, RB, Aquilano, NJ & Jacobs, R (2001) Operations Management for Competitive Advantage, 9th edition, Irwin
- Cheng TCE & Podolsky, S (1992) Just-in-Time Manufacturing: An Introduction, Chapman & Hall
- Chopra, S & Meindl P (2000) Supply Chain Management: Strategy, Planning and Operations, Prentice Hall
- Colley, JL Jr (1996) Cases Studies in Service Operations, Duxbury
- Feist, WR, Heeley, JA & Lu, MH (1999) Managing a global enterprise: A concise guide to international operations, Quorum Books
- Fitzsimmons, JA & Fitzsimmons MJ (1994) Service Management Operations, Strategy, and Information Technology, 2nd Edition, Irwin McGraw-Hill
- Flaherty, MT (1996) Global Operations Management, McGraw-Hill
- Heizer, J & Render, B (2001) Operations Management, 6th Edition, Prentice-Hall
- Heyl, JE, Bushnell, JL & Stone, LA (1994) Cases in Operations Management, Addison Wesley

- Gourdin, KN (2001) Global logistics management: A competitive advantage for the new millennium, 1st Edition, Blackwell Publishers
- Johnston, R, Chambers, S, Harland, C, Harrison, A & Slack, N (1993) Cases in Operations Management, Pitman Publishing
- Krajewski LJ & Ritzman LP (1999) Operation Management - Strategy and Analysis, 5th Edition, Addison-Wesley
- Krugman, P (1991) Geography and Trade, MIT Press
- Lewis, C (1998) Demand Forecasting and Inventory Control: A Computer Aided Learning Approach, Wiley
- Meredith, JR & Shafer, SM (2001) Operations Management for MBAs, Wiley
- Schnierderjans, MJ (1998) Operations Management in a Global Context, Quorum Books
- Slack, N (1999) The Blackwell Encyclopedic Dictionary of Operations Management, Blackwell Publishers
- Slack, N & Lewis, M (2001) Operations Strategy, Financial Times Prentice Hall
- Stevenson, WJ (2001) Operations Management, 7th Edition, McGraw-Hill/Irwin
- Taylor, D & Brunt, D (2000) Manufacturing Operations and Supply Chain Management, Thomson Learning
- Taylor, DL (1997) Global Cases in Logistics and Supply Chain Management, Thomson Learning

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: Global Business Development & Entrepreneurship

Stage: 2

Theme: Business Environment

Credit Points: 12

Underpinning modules: International Business Policy and Strategy

Module description:

Develops understanding of entrepreneurship and innovation, this module deals with the entrepreneurial process both in terms of forming a new enterprise and promoting new initiatives within existing organisations. Case studies of new ventures and initiatives that have both succeeded and failed are drawn on for illustration and illumination. This module provides methodologies for their implementation in starting and developing a business venture as well as their contribution to wealth creation and economic development. The module therefore significantly supports students in the completion of their Business Development Plan and also their Management Reports in Stage 4.

Aims:

- To give students an understanding of the criteria for success of a new business including business planning and securing the necessary resources for the new business.
- To afford students the opportunity to explore the characteristics and behaviour of entrepreneurs as leaders and managers.
- To give students the opportunity to meet with guest speakers including local entrepreneurs, venture capitalists, and service providers.
- To drive students' critical thinking, and strategic and innovative abilities to a higher level by providing them with the opportunity to engage in discussions and assignments which draw on their knowledge of all aspects of the business environment.
- To contribute to the development of the students' time management, report writing and presentation abilities.

Learning outcomes:

On completion of this module students will:

- Appraise theories pertaining to the role, nature and function of the entrepreneur, and to the economic, psychological and sociological features of entrepreneurship.
- Evaluate the factors critical to success in today's dynamic start-up environment and the characteristics and traits of the entrepreneur.
- Appreciate the interdependence and holism of an organisation and the effects of development within the organisation.
- Assess the factors involved in setting up and growing a new venture or organisation.

- Interpret the role and importance of the SME sector in the international economy.
- Critically evaluate the different marketing challenges faced by 'breakthrough' products and 'me-too' products.
- Recognise the importance of direct experience of an industry, and reputation and existing relationships with others in the industry.
- Assess the potential for strategic and joint alliances taking into account the advantages and disadvantages of networking.
- Apply the various concepts pertaining to entrepreneurship and innovation to an understanding of new business creation and growth.
- Make a case to financial investors representing a variety of finance sources (conventional and unconventional).
- Investigate the main types of support provision to the small business.
- Devise an original potential business concept and produce and defend an operational business proposal.

Indicative syllabus:

Introduction

The concept of entrepreneurship

The entrepreneurial process

Intrapreneurship - entrepreneurship within organisations

Understanding the entrepreneurial characteristics and perspectives

Developing creativity and innovation

Competitive advantage and business opportunities

Opportunity recognition

Ideas versus opportunities

Opportunity assessment - markets, industry attractiveness

Market and competitor analysis

Market opportunities and analysis

Market segments

Industry and competitor analysis

The economic & regulatory Environment

SWOT analysis

The Business Plan

Risk and reward

The functions of a business plan

What investors need to know

Dealing with risk

Writing your business plan

Ethical and Social Issues

The ethical and social responsibility challenges for entrepreneurs

Intellectual property issues

Developing the entrepreneurial plan

Entry strategies

Marketing strategy

Adding value and sustaining competitive advantage

The Marketing Mix

The 4 P's

Export and import issues

Entrepreneurs and the internet

Financial assessment - Financing

Entrepreneurship economics

Sources and types of capital

Debt and other forms of financing

External assistance for start-ups and small businesses

Financial Assessment – Financial Planning

Financial projections
Breakeven analysis
Forecast against actual results
The Profit and Loss Account
Fixed and variable costs, margins and contribution to overhead
Cash Flow
Distinction between cash surplus and profit
The Balance Sheet

Networking

Advantages and disadvantages of networking
Strategic alliances
Identifying suitable organisations
Negotiating with other organisations
Buying versus starting a business
Franchising

Growing the new venture

Venture capital
Structuring the new venture
Managing growth and strategic planning
Managing cash flow and financing growth
Management information
Managing assets
Start-up issues

Setting up an organisation
Legal and tax issues
Forms of business entity
Mechanics of forming companies
Duties of Directors
Corporate Governance
Role of contract

The Management Structure

The management team
Developing a team of advisors
Attracting and retaining employees
Diversification
Cost reduction and downsizing

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

Central concepts and theories will be delivered in a lecture-based format. In addition, this Entrepreneurship module will adopt a workshop approach in tutorials to provide students with an understanding of the entrepreneurial process and the key skills and understanding required to undertake an integrative business plan. Case-studies will be used extensively to illustrate the entrepreneurial process and the factors contributing to the success or failure of a new venture. Guest speakers with direct experience of entrepreneurship will also contribute to the delivery of the module, lending a 'real-world' element to the students' learning experience.

Assessment:

Coursework:	50%
End of semester examination:	50%

As part of their coursework for this module, students will undertake two significant assignments (2x25%). The first will involve the analysis of a case study, focusing on either entrepreneurship or intrapreneurship. This assignment will require students to make a thorough evaluation of the process involved, present the reasons for their success or failure, and make alternative suggestions as to how the process could have been handled differently. Students will need to take into account the holism and multi-disciplinary nature of the initiatives undertaken. It will be based on theoretical aspects of entrepreneurship, it will examine the characteristics of the entrepreneur, the psychology or personality, and will look at the options available to the entrepreneur in terms of strategic moves in the market-place (new ventures, joint ventures, alliances etc.).

The second assignment will involve identifying, researching and justifying a potential market opportunity and will tie in with the Business Development Plan. The assignment submission will take the form of a market report detailing the market, the opportunity and it will outline recommendations as to the exploitation of that opportunity. The students' ability to compose an operational business plan will be examined in the Business Development Plan module. The end of semester exam is worth half the marks for the module and will be partially 'open-book', however new cases will also be presented in the exam and will require students to apply their learning and understanding to their evaluation and analysis.

Indicative reading material:

- Barrow, C, Barrow, P & Brown, R (1998) *The Business Plan Workbook*, 3rd Edition, Kogan Page
- Birley, S & Muzyka, D (2000) *Mastering Enterprise*, Pitman
- Bygrave, WD (1997) *The portable MBA in entrepreneurship*, 2nd Edition, Wiley
- Covello, JA & Hazelgren, BJ (1993) *The Complete Book of Business Plans: Simple Steps to Writing a Powerful Business Plan (Small Business Sourcebooks)*, Sourcebooks
- Farrell, LC (2001) *The entrepreneurial age: awakening the spirit of enterprise in people, companies, and countries*, Allworth Press
- Foley, JF (1999) *The global entrepreneur: Taking your Business International*, Dearborn (Kaplan Professional)
- Jennings, R, Cox, C, and Cooper, CL (1994) *Business elites: the psychology of entrepreneurs and intrapreneurs*, Routledge
- Krass, P (1999) *Book of entrepreneurs' wisdom: classic writings by legendary entrepreneurs*. New York: John Wiley
- Kuratko, DF & Hodgetts, RM (2001) *Entrepreneurship: A Contemporary Approach*, 5th Edition, South-Western
- Lane, MJ (2001) *Advising entrepreneurs: dynamic strategies for financial growth*, Wiley
- Lashner, WR (1999) *Strategic thinking for smaller businesses and divisions*, Blackwell Publishers
- McGrath, RG & MacMillan, IC (2000) *The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty*, Harvard Business School Press
- Morrison, AJ (1998) *Entrepreneurship: an international perspective*, Butterworth-Heinemann
- Sexton, D & Landstrom, H (eds) (1999) *The Blackwell Handbook of Strategic Entrepreneurship*, Blackwell Publishers
- Sherman, AJ (1997) *The complete guide to running and growing your business*, Times Business
- Sightler, Kevin W (2000) *A bibliographic resource on entrepreneurship, self-defeating behaviors, and the fears of success and failure*, Edwin Mellen Press
- Smilor, RW (2001) *Daring visionaries: how entrepreneurs build companies, inspire allegiance, and create wealth*. Holbrook, Mass: Adams Media Corporation
- Stutely, R (2001) *The Definitive Business Plan*, Financial Times Prentice Hall
- Webb, S & Webb, P (2001) *The Small Business Handbook: the Entrepreneur's Definitive Guide to Starting and Growing a Business*, Prentice Hall

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: Corporate Responsibility: The Legal & Regulatory Environment

Stage: 2
Theme: Business Environment
Credit Points: 12
Underpinning modules: International Business Policy and Strategy

Module description:

The substantial contextual environment of business as it is impacted upon by international legal and regulatory systems, and how international law and regulations govern the structuring and organisation of international business transactions and operations. Students will develop and in-depth knowledge of the ethical and social areas of corporate responsibility - the “non-economic” aspect of business strategy. On completion, students will possess detailed understanding of the role of ethics in business and the current challenges and opportunities facing companies in area of corporate social responsibility to its many stakeholders.

Aims:

- To provide students with an understanding of the effect of law on the structure, role, and functioning of business including its substantive role, its social and political role, and its global regulatory role.
- To offer students the opportunity to participate in and learn from the growing world-wide debate on the purposes and responsibilities of business.
- To enable students to apply legal and ethical reasoning skills in order to make responsible business decisions.

Learning outcomes:

On completion of this module, students will:

- Effectively employ all aspects of the corporate responsibility dimension of management including economic, legal, ethical, and social elements.
- Demonstrate an advanced understanding of the legal and regulatory frameworks that govern international business operation.
- Appraise the critical differences in overseas legal systems, including civil law versus common law systems, labour regulations, environmental regulations, and intellectual property protection.
- Deal with the practical issues and legal principles relating to cross-border business transactions.
- Critically evaluate the impact of differing national laws as well as international rules and conventions on the major forms of international contracts and dispute resolution.
- Assess the impact of international trade and investment on working conditions, environmental practices and human rights, and respond to these challenges from an organizational perspective.
- Anticipate and successfully manage challenges to an organisation’s social and environmental performance.
- Appreciate the implications of corporate responsibility to the global environment.
- Analyse, evaluate and interpret values-aware business practices.
- Critique and justify new sustainable business approaches taking into account stakeholders, globalisation, human needs in the workplace, diversity, and corporate citizenship.
- Have the capacity to be a responsible, informed and self-aware individual and a contributor to positive organisational change.
- Design, develop, and present a Corporate Responsibility Strategic Plan.

Indicative syllabus:

- **Introduction to the legal and international environment**

Overview of business law and the legal environment

Critical thinking and legal reasoning
Legal systems of the world
International law and dispute resolution

Judicial and alternative dispute resolution
Laws and business associations

- **Corporate ethics**

Ethics and the social responsibility of business
The principle of corporate social responsibility
The stakeholder concept
Primary and secondary stakeholders
Corporate responsibility and self-regulation
Human rights and international conventions
Multi-national corporations (MNCs) and working conditions
Corporate responsibility & the environment
Corporate responsibility and Marketing
Corporate Compliance Programmes
Transparency, liability and accountability of MNCs
Business ethics and the media
The development of an ethical framework and 'Corporate Responsibility Strategic Plan'

- **The Public Environment**

Constitutional principles
Administrative law
Intentional torts, negligence, and strict liability
Product and service liability
Law of property – real, personal, intellectual
Cyberlaw and its impact on business
White-collar crime and its impact on business

- **The Private Environment**

Contract and Commercial Law
International trade and contract performance
Sole Proprietorships, Partnerships, Limited Liability Companies, and Franchises
Corporations and Conducting Business in Foreign Countries
Credit Transactions, Negotiable Instruments, and Bankruptcy

- **The Employment Environment**

Agency Law
Employment Law
Employment discrimination and equal opportunities

- **The Regulatory Environment**

Consumer protection and debtor-creditor relations
Environmental law & protection
Antitrust Law
Investor protection
Rules governing the issuance and trading of securities
Commodities regulation

Globalisation – national regulatory policies and the WTO
Global regulation of business

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

The method of instruction will primarily be the case-method delivered through lectures and tutorials. Students will be required to undertake significant reading prior to class and to develop and present a group-based analysis of a key article related to the core subject matter. Students will also be required to develop a stakeholder analysis as part of the business plan they are undertaking for Global Business Development & Entrepreneurship. This is designed as an in-depth exploration of the regulatory and legal environment of business and to impart an understanding of the complexities and interconnectedness of an organisation's responsibilities to its stakeholders.

Assessment:

Coursework:	50%
End of semester examination:	50%

The students' coursework for this module will encompass three written assignments. One assignment will be the Stakeholder analysis described above and will account for 10% of the overall grade. There will be two essay assignments, one set by Ivan Toner and one set by Grainne Madden accounting for 20% each.

The end of semester exam (50%) will be based on the pre-seen cases and issues covered in the module.

Indicative reading material:

- Addo, MK (1999) *Human Rights Standards and the Responsibility of Transnational Corporations*, Kluwer Law International
- August, RS (1999) *International Business Law*, 3rd Edition, Prentice Hall
- Bohlman, HM & Dundas, MJ (2001) *The Legal, Ethical, and International Environment of Business*, 5th Edition, South-Western
- Cheeseman, HR (2002) *Contemporary Business and E-Commerce Law: the Legal, Global, Digital and Ethical Environment*, Prentice Hall
- Driscoll, DM & Hoffman, WM (1999) *Ethics Matters*, CBE Publications
- Fisher, BD & Philips, MJ (2000) *The Legal, Ethical and Regulatory Environment of Business*, 7th Edition, South-Western
- Haufler, V (2001) *A Public Role for the Private Sector: Industry Self-Regulation in a Global Economy*, Carnegie Endowment
- Jennings, MM (2002) *Business: Its Legal, Ethical & Global Environment*, 6th Edition, South-Western
- Kubasek, NK, Brennan, BA, Browne, NM (2002) *The Legal Environment of Business: A Critical Thinking Approach*, 3rd Edition, Prentice Hall
- Miller, RL & Hollowell, WE (1999) *Business Law Today the Essentials: Text & Summarized Cases - Legal, Ethical, Regulatory, and International Environment*, South-Western
- Post, J, Lawrence, A & Weber, J (1999) *Business and Society: Corporate Strategy, Public Policy, Ethics*, 9th edition, Irwin McGraw-Hill
- Regis University, MBA Program. (2001) *The legal environment of business (1st ed.)*. New York: McGraw-Hill/Primis Custom Publishing
- Santoro, MA (2000) *Profits and principles: global capitalism and human rights in China*, Cornell University Press
- Schaffer, R, Earle, B & Agusti, F (2001) *International business law and its environment*, 5th Edition, Thomson Learning
- Velasquez, MG (2001) *Business ethics: Concepts and cases*, 5th Edition, Prentice Hall

Chryssides, G & Kaler, J (1996) Essentials of Business Ethics, McGraw Hill
 Ferrell, O.C., Fraedrich, J & Ferrell, L (2002) Business Ethics Ethical Decision Making and Cases, 5th Edition, Houghton Mifflin
 Beauchamp, T & Bowie, N (2000) Ethical Theory and Business, 6th Edition, Prentice Hall
 Weiss, J. W. (2003) Business Ethics A Stakeholder and Issues Management Approach, 3rd Edition, Thompson South Western
 Sharp Paine, L (2003) Value Shift, McGraw Hill
 Handy, C (2003) The Empty Raincoat, Arrow
 Moon, C & Bonny, C (2001) Business Ethics, Economist Books
 Kelly, M (2003) The Divine Right of Capital, Berrett-Koehler
 Trevino, L. K. & Nelson, K.A. (2004) Managing Business Ethics, Straight Talk about How to do it Right, Wiley
 Boatright, John R. (2003) Ethics and the Conduct of Business, 4th Edition, Prentice Hall
 Fisher, C and Lovell, A (2003) Business Ethics and Values, Prentice Hall

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module:	Business Development Plan
Stage:	2
Theme:	Practical Business Experience
Credit Points:	6
Underpinning modules:	Global Business Development & Entrepreneurship

Module description:

The Business Development Plan Module is developed through a highly interactive hands-on series of project workshops exploring the creation, analysis and development of a business plan for a start-up in an entrepreneurial or corporate setting. The module offers students the chance to experience the initial stages of the entrepreneurial or intrapreneurial process first-hand. Students will learn how to apply general, strategic, and operational management principles in order to evaluate, plan, establish, and grow a small business.

Aims:

- To integrate and apply the skills and understanding in a variety of business disciplines in order to construct and present a complete strategic plan for a start-up business or new development within an existing organisation.
- To simulate the real life activities of an entrepreneur/intrpreneur in the start-up stage of a new venture/development including the research, structuring the management team, strategic planning, funding, and operations, presentation of the proposal and application for funding.
- To explore and exercise the student’s own entre/intrapreneurial aspirations, abilities, and objectives.

Learning outcomes:

On completion of this module students will:

- Identify, research and evaluate primary and secondary sources of market information.
- Apply in-depth knowledge of various business disciplines to the development of an integrated framework in support of a business development plan.
- Develop a business case development plan incorporating the market opportunity and broad financial aspects of the project concept.
- Evaluate potential marketing, operational, human resource, organisational form and administrative systems, and strategy for the project concept.
- Evaluate and propose e-commerce and internet based strategic plans for business marketing and operation to support the start-up/development.
- Demonstrate how strategic models can be practically used to analyse real market situations.
- Research, analyse and present qualitative and quantitative data to make and support a compelling case for a new venture/development.

- Successfully communicate the rationale and case for a business development proposal to investors.

Indicative Practical Workshops

Week 1	Project Identification
Week 2	Opportunity Scanning and Refining Developing the Feasibility Study / Research Brief
Week 3	Conducting a Research Programme Data Analysis
Week 4	Business Planning 1
Week 5	Primary Research
Week 6	Business Planning 2
Week 7	Organisational Structure
Week 8	Financial Planning and Projections
Week 9	Business Plan Documentation Financing the Project
Weeks 10-12	Project Report Completion and Presentation

Workload:

<i>Contact time</i>	30 hours
<i>Independent Learning Time</i>	30 hours
<i>Total</i>	60 hours

Students will maintain regular contact with their assigned Faculty advisor while they work on the Business Development Plan. A timetable or work progress chart will be agreed between the students and their advisor and students will be required to make regular progress reports. The purpose of this is to ensure the completion of their Business Development Plan within the required timeframe and to encourage students' ability to time-manage their work and to develop and awareness and understanding of the importance of scheduling in project management.

The Workshop schedule will be influenced by the other modules in the Postgraduate Diploma and in particular will integrate closely with the module Global Business Development and Entrepreneurship

Teaching & learning methods:

The teaching and learning focus of this module will be principally experiential as students will be required to research, develop and present a feasibility study and business case for a start-up business. While developing their project concept students will need to link and integrate the theoretical and practical skills and knowledge gained in all previous and concurrent modules.

Students have the option of carrying out this piece of work as an expansion / development of an existing project, as a business plan for a totally new venture, or as a simulation exercise for a virtual organisation. While Faculty staff will be available as strategic consultants to students, The Business Plan is principally designed to encourage initiative, innovation, self-directed learning and self-management.

Assessment:

Feasibility Study Proposal:	25%
Business Case:	75%

Each student will develop a Feasibility Study Proposal of 1,500 words outlining the project concept and the proposed research plan. The Business Case will be 4,000 to 5,000 words in length demonstrating the market opportunity and outlining the business case for the start-up in either an entrepreneurial or corporate setting. In addition, students will also be required to submit a Teaser Document or Elevator Platform Document to elicit initial positive interest from venture capitalists and other financial sources.

Each student or group will be required to give a formal 20-minute presentation plus Q&A of their business case to a panel of external and internal members. The context of this presentation will be that of a presentation to an equity advisor, commercial banker, venture capitalist group or some other

appropriate source of funding to convince them to invest or loan the required capital to support the development of an implementable plan.

The following marking scheme is indicative of the type of breakdown that will be applied in the assessment of students' work:

Feasibility Study (weighting 25%)		
Project Concept Definition	35%	
Research Structure		35%
Time Planning	15%	
Realism of Resource Allocation	15%	
Total	100%	
Business Case (weighting 75%)		
Teaser Document	5%	
Market Report	20%	
Commercial Opportunity Identification	15%	
Strategic Direction		20%
Financial Projections	15%	
Document Presentation	5%	
Formal Presentation	20%	
Total	100%	

Module: Business Research Methods

Stage:	2
Theme:	Personal & Professional Development
Credit Points:	6
Underpinning modules:	

Module description:

A practical course covering the key concepts and techniques central to conducting research at postgraduate level and in the corporate environment. Students will become skilled in the use of relevant research tools and resources, the analysis and presentation of data and will become proficient in citation and reporting skills. The module focuses on matching research questions with methodology and offers an in-depth examination of data collection methods and analysis. On completion, students will be capable of applying their skills to when addressing a practical and/or theoretical problem in international business management.

Aims:

- To ensure that students develop an understanding of the nature, purpose and value of business and commercial research.
- To develop students' knowledge of both qualitative and quantitative research methodologies and their understanding of how these can be usefully employed in the analysis of business problems and management decision-making.
- To provide students with the skills and knowledge required to carry out a research dissertation.
- To ensure that students can make a strong argument and defend their work in a professional manner.

Learning outcomes:

On completion of this module students will:

- Identify original research questions and a dissertation topic
- Critically evaluate literature in relation to a particular problem or issue.
- Formulate a conceptual framework
- Identify a hypothesis.
- Generate and evaluate alternative methodology designs.

- Identify appropriate techniques in the collection and analysis of qualitative and quantitative data.
- Develop a comprehensive and credible dissertation proposal.
- Present work in a professional manner, communicating results clearly and confidently.

Indicative syllabus:

Statistics & Software Applications

The statistics and software applications workshops aim to provide students with the skills and knowledge required to design your methodology and your approach to data analysis in your dissertation.

Collecting and analysing data

Descriptive statistics; normal distribution, skewed distributions

Null hypothesis, sampling, confidence levels

Software applications: Use of Excel and SPSS

Exploring, displaying and examining data

Presenting data - tables, graphs, charts

Introduction to Business Research

The principles and practice of research in business & management

The research process

Ethics in business research

Identifying Areas for Research

Characteristics of a good research topic

Identifying areas for research

Clarifying research objectives

Theory building and development of hypotheses

Formulating a research proposal

Planning and timetabling research

Structuring and writing your report - the requirements of writing a postgraduate dissertation

Literature Review

Business reference sources: printed and electronic resources

The library and its resources as a tool of research

How to build and write a critical literature review

Referencing and citation techniques

Designing Research

Clarifying and writing research questions and hypothesis

Different design strategies

Design rationale – choosing a design strategy

Role of theory

Data Collection Techniques

Qualitative and Quantitative methods

Structured questionnaires

Structured face-to-face interviews

Concepts of sampling

Issues of representativeness and randomness

Data Interpretation and Analysis

Data preparation and transformation

Interpretation of quantitative data

Bringing data back to theory

Drawing conclusions from the data

How to write a conclusion – contextual analysis of findings

Ethical issues

Conducting ethical business research

Presentation

Style, format and organisation of the research report
Summarising results
Presenting results: written reports

Workload:

<i>Contact</i>	30 hours
<i>Independent Learning Time</i>	30 hours
<i>Total</i>	60 hours

Teaching and Learning Methods:

This module will initially be delivered through a series of lectures where the main concepts of research and research methodology will be covered. Discussions and examples will be dealt with in small group tutorials. Case studies of research and journal papers outlining particular methodologies will also be used as a basis for discussion and as a starting point for work on the students' own dissertations. The module will also employ workshops incorporating brainstorming sessions, group-based tutorials and one-to-one review and feedback sessions with students to assist them in the design of their proposal, research methodology, report writing and presentation of their dissertation.

Assessment:

Continuous assessment: 100%
There will be three (3) assignments:

Assignment 1: Preliminary Dissertation Research Proposal
Assignment 2: Statistics & Software Applications
Assignment 3: Final Dissertation Research Proposal
Continuous Assessment: Weekly progress at the 1 to 1 lecturer/student meetings

Essential Reading:

Fisher, C. (2004), *Researching and Writing a Dissertation for Business Students*, FT Prentice Hall, London.

Recommended Reading:

Brannick, T. and Roche, W. (1997), *Business Research Methods*, Oak Tree Press, Dublin.
Jankowicz, A. (2002), *Business Research Projects*, Thompson Learning, London.
Gill, J. and Johnson, P. (2002), *Research Methods for Managers*, Sage, London.
Cresswell, J. (2003), *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, Sage, London.
Leedy, P. and Ormrod, J. (2001), *Practical Research: Planning and Design*, Pearson Prentice Hall, New Jersey.
Campbell, J. Daft, R. and Halin, C. (1982), *What to Study, Generating and Developing Research Questions*, Sage, London.
Marshall, P. (1998), *Research Methods, How to Design and Conduct a Successful Project*, How to Books Ltd. Oxford.
Bailey, K. (1987), *Methods of Social Research*, Sage, London.
Burns, R. (2000), *Introduction to Research Methods*, Sage, London.

Module:	International Business Policy & Strategy
Stage:	1
Theme:	Business Environment
Credit Points:	12

Module description:

This module deals with the central tasks of strategy formulation and implementation, and takes into account the complexities of corporate operations in different countries and cultures. On completion students will possess the knowledge and analytical skills needed to appraise an organisation's strategies and to participate in the process of strategy development. The module also covers the analysis of the business environment and of the sustainability of strategies, the development and appraisal of strategic proposals and the problems of strategic change.

Aims:

- To provide students with a solid understanding of the concept of strategy and the issues surrounding strategy formulation and implementation.
- To provide all students with an understanding of how the different business disciplines integrate to shape the overall competitive situation of an organisation.
- To cultivate students' ability to think strategically and globally such that they will be able to make well-grounded strategy and policy recommendations as to how international business, or business in the international environment should be conducted.
- To provide students with an understanding of issues relating to the development, growth and internationalisation of an organisation.
- To provide students with a wide knowledge of business strategies from a variety of country perspectives.
- To help develop students' analytical and critical thinking powers by teaching them to use strategy theory to think rigorously about strategy problems and how best to solve them.

Learning outcomes:

On completion of this module, students will:

- Identify the main strategic issues confronting an organisation and develop a range of options to address them.
- Employ appropriate evaluative measures of performance and analyse relevant internal and external factors in the appraisal of an organisation's strategic position.
- Evaluate the implications of developments in an organisation's environment for its competitive situation.
- Critically appraise the interaction between an organisation's structure, culture and control systems and its strategic behaviour.
- Demonstrate cross-functional and holistic thinking in strategy evaluation, formulation and implementation and identify the obstacles to successful implementation of strategic proposals.
- Demonstrate detailed understanding of factors affecting the internationalisation of an organisation including globalisation and management of multinational organisations.
- Identify and critically evaluate aspects of international business strategy including strategic alliances, joint ventures, and the role of innovation and diversification.
- Conduct industry and competitor analysis and display comprehensive understanding of the nature of competitive advantage in the contemporary global economy.
- Display critical thinking and team working skills in individual and group-based strategic case study analyses.

Indicative Syllabus:

- **Basic Concepts in Strategic Management**

The Strategy Concept

Strategy – science or art?

Thinking strategically - application through case study analysis

Strategy for competitiveness

- **Analysing the Environment**

a) The External Environment

Opportunities, Threats, Industry Competition, and Competitor Analysis

b) The Internal Environment

Resources, Capabilities, and Core Competencies

Organisational structure, systems, culture and their strategic implications

- **Strategy Formulation**

Functional Strategy, Strategic Choice and Strategic Positioning.
 Managing Strategy Formation.
 Business-Level Strategy
 Competitive Dynamics
 Corporate-Level Strategy
 Acquisition and Restructuring Strategies
 International Strategy
 Cooperative Strategy
 Strategy Evaluation

- **Strategy Implementation and control**

Organisational Structure and Controls
 Staffing and Strategic Leadership
 Culture and Power in the organisation
 Corporate Governance and social responsibility
 Corporate Entrepreneurship and competitive strategy
 Managing innovation and change
 Competitive Advantage and Corporate Strategy

- **The International Context**

Globalisation
 International diversification strategy
 Managing multinational organisations
 Issues with local business strategy and operation
 Transition and emerging economies

- **The international context applied**

Case analyses of multi-national and international companies

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

Lectures will furnish a linking structure between this module and all aspects of the business operation through worked examples of strategy, while the tutorials will provide students with practice in applying strategic analysis to case studies and in utilising critical thinking skills to answer open-ended questions. Case studies of organisations operating in a variety of international environments will be employed to give students a notion of the complexity of real business situations. Students will be required to work in teams for the interpretation of case-studies and to engage in significant preparatory reading. This module in particular will be delivered with reference to the multi-dimensionality of business, thus providing a context for all other business disciplines being studied and promoting a sense of integration.

Assessment:

Coursework:	50%
End of semester examination:	50%

This broad module will be assessed jointly through coursework and an end of semester examination. The examination will be largely open-book and students will be provided with case-studies of international business strategy prior to the exam and asked to comment on and critically evaluate the strategic choices and outcomes for the organisations in question. The exam will account for 50% of the marks awarded for this module. In addition, students will engage in a large amount of coursework which will also contribute to their final mark. The teaching and learning methods employed in this module will be participative and largely discussion-based, particularly in the tutorials. Emerging from this, students will be required to complete a number of short analysis (10 x 5%), both on an individual and group-basis, which will address issues relating to the impact of the global and local business

environment on organisational strategy, factors governing an organisation's success and failure, the implications of internationalisation along with the main strategic issues confronting an organisation.

Indicative reading material:

- Ball, DA, McCulloch, WH, Frantz, PL, Geringer, JM & Minor, MS (2001) International business: The challenge of global competition, 8th Edition, McGraw-Hill/Irwin
- Bartlett, CA & Ghoshal, S (2000) Transnational Management: Text, cases, and readings in cross-border management, 3rd Edition, Irwin/McGraw-Hill
- Bhatia, BS & Batra GS (2002) Globalisation and Business Management, Deep & Deep
- Chen, M (2001) Inside Chinese business: a guide for managers worldwide, Harvard Business School Press
- De la Torre, J, Doz, Y & Devinney, T (2000) Managing the Global Corporation, 2nd Edition, New York: McGraw-Hill
- de Wit, B & Meyer, R (eds.) (1998) Strategy: Process, Content, Context, 2nd Edition, London: International Thompson
- Johnson, G & Scholes, K (2002) Exploring Corporate Strategy Text and Cases, 6th Edition
- Koch, R (2000) Financial Times Guide to Strategy 2nd Edition, Pearson Education
- Hitt, M, Ireland, RD & Hoskisson, RH (2001) Strategic Management: Competitiveness and Globalization, Concepts and Cases, 4th Edition, South-Western
- Nishiyama, K (2000) Doing business with Japan: successful strategies for intercultural communication, University of Hawai'i Press
- Pande, P & Holpp L (2001) What is Six Sigma? McGraw-Hill Education
- Reuvid, J (2000) Doing business with China, 3rd Edition, Kogan Page
- Rugman, AM (2001) Oxford Handbook of International Business, Oxford University Press
- Warner, M & Joynt, P. (2002) Managing Across Cultures, Thomson Learning,
- Wheelen, TL & Hunger JD (2002) Strategic Management and Business Policy, 8th Edition
- Whittington, R (2001) What is Strategy - and does it matter? 2nd Edition, Thomson Learning
- Wolfe, J. (2003) The Global Business Game: A Simulation in Strategic Management and International Business, Release 2.0, Experiential Adventures LLC, South-Western.
- Yip, GS (2003) Total Global Strategy II, 2nd Edition, Prentice-Hall

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module:	Strategic Human Resource Management
Stage:	1
Theme:	Human Resource Management
Credit Points:	12

Module description:

This module is concerned with the nature and scope of human resource management and the strategic application of HR activities and techniques. The module will examine the theoretical basis of strategic HR such that students can choose, evaluate and appraise relevant theory in order to inform their practice as managers. Students will also acquire the necessary skills and knowledge to formulate and implement HR strategy for the achievement of organisational aims. In doing so, the role of leadership in formulating and achieving strategic goals is explored, along with the key internal and external factors affecting national and multinational organisations.

Aims:

- To provide students with the knowledge and understanding of the processes underlying the effective deployment and strategic management of human resources in alignment with organisational strategy.
- To provide students with an understanding of the internal and external organisational context, including the constraints and opportunities which affect how human resources are managed and how HR strategy is formulated and implemented.
- To explore the management theories, techniques and practices of working effectively in different countries to ensure that students learn about issues associated with managing culturally diverse organisations in a global business environment, and the development of strategies to deal with potential problems which may arise.

- To provide students with an appreciation of the relationship between human resource strategy and organisational strategy, and an understanding of how HRM informs organisational practice and affects organisational effectiveness.
- To present perspectives on the nature of management and leadership in organisations so that students will acquire a theoretical and practical grasp of the HR managerial and leadership process.

Learning outcomes:

On completion of this module the student will be able to:

- Critically evaluate the external and global environment for HRM and the impact of globalisation on strategic HR planning.
- Formulate appropriate and innovative HR strategies based on the evaluation of the organisation's objectives and position.
- Appreciate the context of the human resource management function in terms of an organisation's strategy, structure and culture.
- Identify the importance of culture and cross-cultural management and the implications of cross-cultural communication.
- Analyse the principles underlying strategic staffing, employee and career development, performance management and reward, design of work processes and systems, the strategic relationship between technology and HR, and the characteristics of innovative and value-adding HR systems.
- Critically appraise the strategies for maximising and maintaining human resource productivity.
- Effectively manage poor performance and conflict situations.
- Employ fair and ethical employment practices and operate within a legal and ethical HR environment.
- Critically analyse leadership from a number of perspectives, and display depth of knowledge of the processes of leadership and leadership development.
- Identify and demonstrate a range of relevant skills for the autonomous management of self, others and relationships in the workplace.

Indicative Syllabus:

The context of human resource management

Organisational culture, structure and strategic direction
 Function and role of HR in organisational performance
 The evolving role of strategic HRM
 Formulating a corporate and HR strategy - creating strategic alignment
 Human resources and global competitiveness
 Issues in managing a global workforce
 Comparative HR practices
 Management of equality and diversity
 The international legal framework
 International labour relations

Ethics and employer responsibility

Employment Law
 Sources of diversity in the organisation
 Fair and ethical employment practices
 Implementing equal opportunities

Strategies for human resource planning & recruitment

Strategic HR planning
 Job requirements and the design of organisations
 Strategic staff resourcing, selection and placement
 HR issues for an entrepreneurial organization

Strategies for maximising human resource productivity

The multi-dimensional nature of organisational performance and productivity

Organisational strategy and planning human resource development
Implementing development programs
Performance determinants
Workforce capability, performance management and appraisal systems
Staff induction, socialisation, training
Technology and human resources

Strategies for maintaining human resources

Strategic employee relations
Employee career management
Strategic rewards, benefits and incentives
Health, safety & security issues
Employee rights, conduct and discipline
Motivation and empowerment
Communication, negotiation & conflict resolution

Leadership

The concept of strategic change management in a HR context
Managing versus leading
Leadership vision and strategic direction – innovation and leading change
Leadership in the context of organisational strategy, structure and direction
Leadership skills
Choosing the right leadership style
Cross-cultural issues in leadership

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

This module will be delivered through lectures and discussion-based tutorials and will use an approach which combines strategic analysis of case studies, discussion forums and role-play to emphasise a variety of strategic human resource management issues. Lectures will be used to impart basic knowledge and understanding, and to introduce topics and outline the required reading for subsequent sessions. Tutorials & practical exercises will be used to address more applied aspects and to give students the opportunity to put their understanding into practice. To support students' learning, senior executives with experience of strategic human resource management will be invited to give presentations at points throughout the semester. This will place the emphasis on experiential learning. This combination of the theoretical and practical will encourage autonomous learning and collaborative work in action learning sets and in particular, will emphasise the interdependence of HR strategy with the broader organisational strategy.

Assessment:

Coursework:	50%
End of semester examination:	50%

The marks for this module are divided equally between students' coursework and their performance on the end of semester examination. Coursework will comprise two major assignments (2 x 20%) - one individual and one group assignment, and 2 minor assignments (2 x 5%). These assignments will be case-study based and will examine issues such as the effect of external and internal constraints and opportunities on human resource strategy, the evaluation of the organisation's objectives and position, the formulation of innovative HR strategies and issues relating to the various types of teams and their behaviours, the change process within organisations and techniques of delegation and empowerment and leadership.

Indicative reading material:

Bamber, G (2000) *Employment Relations in the Asia Pacific*, Thomson Learning
Cornelius, N (2002) *Building Workplace Equality: Ethics, Diversity and Inclusion*, Thomson Learning

- Daft, RL (1999) Leadership Theory and Practice, Dryden Press
- Daniels, AC (2000) Bringing Out the Best in People, McGraw-Hill Education
- European Commission, Directorate-General for Employment, Industrial Relations, and Social Affairs, and Unit V/A.2 (2001) Employment policies in the EU and in the member states: joint report 2000, Office for Official Publications of the European Communities
- Ferraro, GP (2001) The Cultural Dimension of International Business, 4th Edition, Prentice Hall
- Grant B (2002) Employment Law: A Guide for Human Resource Management, Thomson Learning
- Greer, C (2001) Strategic Human Resource Management A General Managerial Approach, 2nd Edition, Prentice-Hall
- Harris, PR & Moran, RT (2000) Managing Cultural Differences, 5th Edition, Butterworth-Heinemann
- Holden, NJ (2002) Cross-Cultural Management: A Knowledge Management Perspective, Financial Times/Prentice Hall
- Kouzes, JM & Posner, BZ (2002) Leadership challenge: How to keep getting extraordinary things done in organizations, Jossey-Bass
- Leopold, J (2002) Human Resources in Organisations, FT Publishers.
- Northouse, PG (2000) Leadership: Theory and practice, 2nd Edition, Sage Publications
- Redman & Wilkinson (2001) Contemporary HRM, FT Publishers.
- Supiot, A, Meadows, P, & European Commission (2001) Beyond employment: changes in work and the future of labour law in Europe, Oxford University Press
- Thorpe, R & Homan G (2000) Strategic Reward Systems, Financial Times/Prentice Hall
- Torrington, Hall & Taylor (2002) Human Resource Management, FT Publishers.
- Whitely, A, Cheung, S & Shi Quan, Z (2000) Human Resource Strategies in China, World Scientific Publishing

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: International Marketing Management

Stage: 1
Theme: Marketing
Credit Points: 12

Module description:

This module is designed to build students' ability to analyse, evaluate and manage products and services in a global environment. The module emphasises strategic level thinking and problem solving. Considerable emphasis is placed on team-work for the formulation of strategic marketing plans and the assessing the implications of the plans. Analytical and planning skills will be reinforced via extensive use of case studies, exercises, class discussions research and appraisal of national and international markets. Students will also develop advanced business communications skills and competence in problem solving and decision-making.

Aims:

To give students an appreciation of the international marketing environment and how it differs from the domestic environment, particularly with regard to the impact of the political, socio-economic, cultural and other environmental influences on international marketing.

- To enable students to think internationally in marketing strategy and management and to ensure students can apply the skills required for strategic marketing considerations and decisions.
- To ensure that students are familiar with the current issues in international marketing.
- To prepare and analyse an international marketing plan and give students an appreciation of the complexities of introducing a product into a foreign country.
- To increase analytical and critical thinking skills of students.
- To provide experience in working cooperatively in a team setting.

Learning outcomes:

On completion of this module, students will:

- Critically evaluate a variety of approaches to pricing and product strategy in international markets.
- Devise an original international marketing plan.

- Assess the characteristics of different international markets and segments, and apply targeting techniques.
- Assess strategic options for distribution channels and modes of entry into international markets.
- Prepare plans for communications and promotion in selected international markets.
- Appraise the implications of the differences between international and domestic markets and the impact of culture when formulating marketing plans.
- Critically evaluate the similarities and differences in economic, cultural, social, political, and legal environments of other nations and an awareness of how each affects marketing.
- Appreciate the risks in international business and the financial implications of international marketing decisions.
- Research and evaluate international markets and display expertise in sourcing and analysing relevant information.
- Demonstrate strategic competence in recognising opportunities and developing appropriate market-entry strategies.
- Design and defend product, distribution, price, and promotion strategies for an international marketing program.
- Exhibit managerial competence in planning, evaluating, and controlling international marketing operations.
- Conduct work effectively as a team-member and develop advanced communication skills.

Indicative Syllabus:

International Marketing Environment

Meaning, nature and importance of international marketing

International marketing orientation

The impact of globalisation

Cultural Forces

Political Forces

Legal Forces

Technological Forces

Socio-economic Forces

International Business Strategy

Strategic analysis and diagnosis

Strategic options for selection

Screening and selection of markets

International market entry strategies

Strategic decision making

Strategic implementation & operational aspects

International Marketing Management Process

The international strategic planning process

Developing the international marketing mix

International targeting and segmentation

Distribution channel strategy

International product and pricing strategies

International pricing process and policies

Product designing

International distribution logistics

International promotion strategies

Standardisation vs. adaptation issue

Planning for direct mail, sales literature, trade fairs and exhibitions

Auditing the international marketing effort

Developing an International Marketing Plan

Analysis of international competitors

Developing international products and services

Positioning products and services in the international market place

International marketing planning, organising and control

International Internet Marketing

The implications of the cyber customer for the international marketing manager
Emerging trends in international marketing: E-commerce and internet marketing
Ecological concerns and international marketing ethics

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

This module will be delivered through a combination of lectures and smaller group-based workshop style tutorials. Readings will be assigned for each class and course material will then be presented in the context of class discussions based on these readings. Material will also be delivered via videos presentations and guest speakers where relevant. Emphasis will be placed on the integration of material from all of these sources. Student teamwork will also be an integral part of this module, and teams will be required to prepare a Strategic International Marketing Plan. The purpose of the marketing plan is to provide students an opportunity to integrate and utilise all of the material learned during the course and to promote understanding of the function of marketing within the organisation as a whole and the contribution of strategic marketing to achieving corporate strategy.

Assessment:

Coursework:	50%
End of semester examination:	50%

Half of the marks for this module are allocated to students coursework, of this 50%, 40% will be allocated to students' group-based Strategic International Marketing Plan with a further 10% divided between 2 minor assignments examining international market entry strategies and e-business. The Strategic International Marketing Plan is a major project whereby students will work as part of a team & will select a country and a product which it would like to introduce into the country - a detailed strategic marketing plan, with a full supportive analysis of the market and the decision making-process, in addition to a full description of the entry strategy and 4 P's. The team will be required to give a presentation to which marketing professionals will be invited. At the end of the semester, students will also be required to sit an exam worth 50% of their total marks. Much of this exam will require pre-reading and exam questions will be based on analysis and critical evaluation of cases relating to marketing.

Indicative reading material:

- Belch, GE & Belch, MA (2000) Introduction to advertising and promotion: An integrated marketing communications perspective, 5th Edition, Irwin/McGraw-Hill
- Boyd, HW, Walker, OC, Mullins, J & Larréché, JC (2001) Marketing management: A strategic decision-making approach, 4th Edition, McGraw-Hill/Irwin.
- Cateora, PR & Graham, JL (2001) International marketing, 11th Edition, McGraw-Hill/Irwin
- Craig, S & Craig, S (1999) International Marketing Research: Concepts and Methods, 2nd Edition, Wiley
- Cravens, DW & Piercy, NF (2002) Strategic marketing: Text and cases, 7th Edition, McGraw-Hill/Irwin
- Hans Kasper, Piet van Helsdingen, Wouter de Vries, Jr. (1999) Services Marketing Management: An International Perspective, Wiley
- Hanson, W (2000) Principles of Internet Marketing, 1st Edition, South-Western
- McAuley, A (2001) International Marketing: Consuming Globally, Thinking Locally, Wiley
- McDaniel, CD & Gates, R (2001) Marketing research: The impact of the internet, 5th Edition, South-Western
- Paramus, NJ (2001) Dun & Bradstreet's guide to doing business around the world, Prentice Hall

- Peter, JP & Olson, JC (1999) Consumer behavior and marketing strategy, 5th Edition, Irwin/McGraw-Hill
- Quelch, JA, Ang, SH, Leong, SM & Tan CT (2000), Cases in Marketing Management and Strategy: An Asia-Pacific Perspective, 2nd edition, Prentice Hall.
- Rapaille GC (2001) 7 Secrets of Marketing in a Multicultural World, Executive Excellence Publishing
- Schneider, GP (2002) Electronic commerce, 3rd Annual Edition, Course Technology (Thomson Learning)
- Smith, DVL & Fletcher, JH (2001) Inside Information: Making Sense of Marketing Data, Wiley
- Strauss, J & Frost, R (1999) E-Marketing, 2nd Edition, Prentice Hall
- Temporal, P & Trott, M (2001) Romancing the Customer: Maximizing Brand Value Through Powerful Relationship Management, Wiley
- Terpstra, V & Sarathy, R (2000) International Marketing, Irwin
- Weinstein, L. & Annavarjula, M. (2001) Marketing Management: Cases For Creative Problem Solving, South-Western

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: Information Technology Management

Stage:	1
Theme:	Information Technology
Credit Points:	12

Module description:

Information Technology Management is concerned with the design and use of IT to support managerial problem solving and decision-making. The module explores the role of IT, strategic information systems and technology-based innovation in organisational management. Students will acquire the necessary knowledge and skills to align IT strategy with organisational strategy and critically evaluate the factors underlying information systems planning, analysis and design.

Aims:

- To demonstrate the fundamental role which information, knowledge and information technology play in an organisation, and why the efficient and effective control and exploitation of these resources are crucial to its current and future success
- To enable students to identify, implement and manage information systems and to use information systems effectively to contribute to the strategic management of an organisation

Learning outcomes:

On completion of this module students will:

- Possess a detailed understanding of the role of IT in operational, managerial and strategic levels of the organisation.
- Critically evaluate the impact of the development of information systems on the organisation and its environment.
- Align IT, information and knowledge resources with corporate strategy and appreciate the value of investment in IT, knowledge and information.
- Distinguish between different IT systems, and identify when and how each system may be used to complement analytic decision making frameworks.
- Appraise the technological issues facing managers, and critically evaluate the evolving ethical, legal, and societal implications of IT.
- Identify the information requirements of different levels of management.
- Demonstrate detailed knowledge of the specific factors influencing the design of information architecture.
- Effectively utilise information in supporting the objectives of the organisation and employ information systems to improve its competitive position.
- Apply the latest concepts, components, and applications of IT including internet based technologies in the operation of business nationally and internationally.

- Critically analyse and evaluate the implications of e-commerce and e-business for the function and operation of an organisation.
- Apply a coherent approach to business analysis including the identification of the current business situation and the gap between that and the required business.
- Conduct a comprehensive business analysis and prepare a detailed business case to support desirable and feasible system changes resulting from the analysis

Indicative Syllabus:

- **Introduction**

Defining information systems
 Information Systems in Business
 Information and the organisation – elements, users and needs
 Types and uses of information systems – Management, Decision Support and Executive IS
 Systems support
 Transaction processing
 Systems integration
 Aligning IS with the organisational context
 Changing roles of IS
 Management challenges

- **Strategic Information Systems**

Definition of strategic information systems
 Characteristics of innovative applications
 Competitive forces model
 Value chain model
 Response strategies – product differentiation, linkages, strategic alliances
 Leveraging information technology
 Web based strategic IS
 Implications for IT design

- **Telecommunications and E-Commerce**

Telecommunications signals and processors
 Local area networks (LANs)
 Internet, intranet & extranet
 Internet applications
 Email and messaging
 Other web based communications tools – call centres, chat rooms, peer-to-peer networks etc.
 Evolution and growth of e-commerce & electronic data interchange
 Benefits of e-commerce for business and consumers
 Limitations & regulatory constraints of e-commerce
 Types of e-commerce – B2C and B2B
 Privacy, security and ethical issues
 Organisational structure and strategy and e-commerce

- **Data Management**

Difficulties associated with managing data
 Traditional data files
 Database management systems
 Database design
 Data warehousing & data mining
 Data security and ethics

- **Decision Support Systems**

The need for decision-making support
 The nature and characteristics of decision support systems (DSS)
 Components of a DSS system
 Using DSS to determine risk
 Comparing DSS and Management Information Systems (MIS)
 Developing and building a DSS – spreadsheet tools
 Security and costs of DSS systems

- **Managing Information Technology**

Vulnerability and cyber crime – hackers, viruses
Internal security issues
Issues for system building – faults, security checks, operating errors etc.
System controls for hardware, software & data
Risk assessment
Cost-benefit analysis of security
Auditing systems
Managing organisational IT resources – centralisation and decentralisation
Training, development and motivational issues with end-users
End-user computer policies and procedures

- **Ethical, Legal, and Social Issues of IT**

The principles of ethics
Morality risks and access issues
Information rights – privacy, using personal data etc.
Property rights – copyright, patents, trade secrets, replication etc.
Liability and accountability
System quality and control
'Ethical use' policies
Trends in technology development and their implications

- **Information Systems Development & Innovation**

Readiness for change
The principles of project management
Internal environment: organisation structure, culture, management support,
External environment: industry and global environment
Systems analysis – investigation, data collection and reporting
Feasibility studies
Logical analysis & design
Initiation – defining objectives, problems, opportunities
Acquisition, development and prototyping
Implementation & operation
Post-auditing & maintenance
Problems, challenges and quality assurance in systems development
Issues associated with outsourcing and Applications Services Providers

Management criteria for effective innovation
Profiting from technological innovation

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods

The module will be delivered through a mix of cases, readings, lectures and workshop tutorials a group project. Case studies, readings and lectures will concentrate on the theoretical aspects and practical examples of information technology management. In order to get a more hands-on approach, students will also be required to work in a team on a technology assessment project assessing the potential business threats and opportunities for a new technology or technology product within an organisation. This will require interviews with industry experts as well as the use of information from secondary sources. The principle aim of this piece of work is to place information technology within the overall context of an organisations operation and to ensure that students understand the role that IT management can play in achieving an organisation's strategic aims.

Assessment:

Coursework: 50%

End of semester examination: 50%

In this module, students' coursework will be dominated by a technology assessment group project worth 30%. This project will require the preparation of a detailed business case surrounding the introduction of a new technology/IS. The project will involve an analysis of a virtual business, the presentation of data to support such a system change in the virtual business and a critical evaluation of how the change in system will impact on the structure of the organisation and how it will support organisational strategy. Additional assignments (4 x 5%) will also be set and will examine specific issues relating to Information Technology Management. Students will also sit an end of semester examination which will contribute 50% toward their final mark for this module. The examination will involve a combination of pre-seen cases (open-book) and closed-book problems.

Indicative reading material:

Applegate, LM, McFarlan, FW & McKenney, JL (1999) Corporate information systems management: Text and cases, 5th Edition, Irwin/McGraw-Hill

Brynjolfsson, E & Urban G (2001) Strategies for E-Business Success, Wiley

Cheeseman, HR (2002) Contemporary Business and E-Commerce Law: the Legal, Global, Digital and Ethical Environment, Prentice Hall

Dennis A & Wixom, BH (2000) Systems Analysis and Design, John Wiley

Ettlie, JE (2000) Managing Technological Innovation, New York: John Wiley

Evans, ND (2002) Business Innovation and Disruptive Technology: Harnessing the Power of Breakthrough Technology for Competitive Advantage, Financial Times/Prentice Hall

Ferrera, GR, Lichtenstein, SD, Reder, MEK, August, R & Schiano, WT (2000) Cyberlaw: Text and cases, 1st Edition, West (Thomson Learning).

Greenstein, M & Feinman, T (2000) Electronic commerce: Security risk management & control, Irwin/McGraw-Hill

Hunter, R (2002) World Without Secrets: Business, Crime, and Privacy in the Age of Ubiquitous Computing, Wiley

Keeling R (2000) Project management – An International Perspective, Macmillan Press Ltd.

Kurtzman, J & Rifkin G (2001) Radical E: From GE to Enron - Lessons on How to Rule the Web, Wiley

Marchand, DA & Davenport TH (2000) Mastering Information Management: The Complete MBA Companion in Information Management, Financial Times Prentice Hall

Mendelson, H & Ziegler, J (1999) Survival of the Smartest: Managing Information for Rapid Action and World-Class Performance, Wiley

Nokes, S (2000) Taking Control of IT Costs, Pearson Education Limited

Schneider, GP (2002) Electronic Commerce, 3rd Annual Edition, Course Technology (Thomson Learning)

Shapiro, C & Varian, H (1999), Information Rules, Harvard Business School Press

Tapscott, D, Ticoll, D & Lowy, A (2000) Digital Capital, Harvard Business School Press

Ward, J & Peppard J (2002) Strategic Planning for Information Systems, 3rd Edition, Wiley

Watson, RT (2001) Data Management: Databases and Organizations, 3rd Edition, Wiley

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module: Management Accounting & Control**Stage: 1****Theme: Accounting & Finance****Credit Points: 12****Module description:**

The application of managerial accounting techniques and procedures to the solution of managerial planning, control, and decision-making in all functional areas of business. The module covers models of costing, budgeting and decision analysis which are instrumental to the effective use of accounting information in strategic and operational planning. By focusing on the thought process involved in analysing business situations, this module will provide students with the ability to use accounting information to make strategic business decisions. Students will develop modelling skills including

quantitative methods of analysis while obtaining an understanding of management accounting theories, practices and their strategic application.

Aims:

- To provide students with the opportunity to appreciate the concept of management accounting as a system for recording, processing, reporting and analysing information for costing, control and managerial decision-making.
- To develop students' skills in the use of a variety of management accounting techniques, with particular emphasis on the interpretation of, and use of accounting information for decision-making within the organisational context.

Learning outcomes:

On completion of this module, students will:

- Display comprehensive and detailed knowledge of the terms and concepts relating to contemporary management accounting.
- Critically evaluate the role of management accounting in providing information for planning and control.
- Critically evaluate the management accounting techniques used for cost determination.
- Employ accounting data to identify, analyse and evaluate managerial choices to maximise economic benefits.
- Appraise and apply appropriate budgeting techniques to support management control.
- Interpret standard costing variances, appreciate the factors involved in the determination of standard costs and identify when standard costing systems are an appropriate control device.
- Demonstrate expertise in the use of contemporary quantitative techniques to obtain and analyse management accounting information.
- Evaluate the control systems of an organisation in the context of its strategy.
- Appraise the strategic performance of a business and recommend appropriate performance measures.
- Interpret and apply the alternative approaches to risk appraisal in the decision making process.
- Appreciate the strategic importance of capital investments.

Indicative Syllabus:

Introduction to management and cost accounting

Introduction to management accounting
Cost terms and purposes
The context of management accounting

Information for decision-making

Cost-volume profit analysis
Measuring relevant costs and revenues for decision making
Cost assignment
Activity-based costing
Pricing decisions and profitability analysis
Capital investment decisions
Decision making under conditions of risk and uncertainty

Information for planning, control and evaluation

The budgeting process
Contingency theories of management accounting and control.
Functional and activity based budgeting
Financial management
Standard costing and variance analysis
Activity and strategic based responsibility accounting
Operational control and performance measurement

Inventory management
Quality costs and productivity
International differences in management accounting and control.

Strategic management accounting & control

Analysis of business strategy
The process and politics of strategic decisions
The emerging strategic role for management accounting
Strategy formation as a longitudinal process and emergent strategies
Strategy and control
The evolution of planning and control systems
Control systems and organisation design
Control systems and organisational change
Strategy, organisation and control in global organisations

Quantitative methods

Introduction to the use of quantitative methods in planning and forecasting
Cost estimation and cost behaviour
Quantitative models
Linear programming
Current developments in management accounting research and practice

Workload:

<i>Contact</i>	60 hours
<i>Independent Learning Time</i>	60 hours
<i>Total</i>	120 hours

Teaching and Learning Methods:

Course content will be delivered by means of lectures and tutorials with prior preparation. Students will be required to read and prepare for classes beforehand with the emphasis on interactive discussions, participative group work and learning by doing in class. Practice problems and case study analysis will play a large part in ensuring that students learn and understand how accounting is employed in decision-making and the role of management accounting within the wider organisational context. There will be a number of small case-based and one larger assignment where students will learn and apply their interpretative skills repeatedly throughout the module.

Assessment:

Coursework:	50%
End of semester examination:	50%

The coursework for this module will be divided between three case-study based assignments worth 10% each and a major assignment worth 20% (5,000-7,500 words in length). In the case-study assignments students will be required to report on an organisations' use of accounting information and analyse the decisions and implications of those decisions as taken by the organisation in question. For this work, students will also be asked to suggest alternative decision-making routes that companies might have employed for different outcomes. The major assignment will involve the interpretation of accounting data for a virtual organisation and the development of a strategic outcome for this organisation based on the data. 50% of the marks awarded for this module will be allocated to the end of semester examination which will be partially open-book and again will require the analysis and interpretation of pre-seen accounting data.

Indicative reading material:

Abdel-khalik, AR (1998) Blackwell encyclopedic dictionary of accounting, Blackwell Business
Ansari, SL & Anthony, RN (2002) Accounting: Case studies in management accounting, McGraw-Hill/Primis Custom Publishing

Anthony R & Govindarajan, V (2001) Management Control Systems, 10th Edition, Irwin
 Ashton, D, Hopper T & Scapens RW (Eds) (1995) Issues in Management Accounting, Prentice-Hall
 Bromwich M & Bhimani, A (1994) Management Accounting: Pathways to Progress, CIMA
 Cooper R & Kaplan, RS (1999) The Design of Cost Management Systems, 2nd Edition, Prentice-Hall
 Drury C (2000) Management and Cost Accounting. Thomson Learning.
 Garrison, RH & Noreen, EW (2002) Managerial accounting, 10th Edition, New York: McGraw-Hill/Irwin
 Garrison, R. H., & Noreen, E. W. (2002) Workbook/study guide for use with managerial accounting 10th Edition, New York: McGraw-Hill/Irwin
 Hilton, RW (2002) Managerial Accounting, 5th Edition, McGraw-Hill/Irwin
 Kaplan RS & Atkinson, AA (1998) Advanced Management Accounting, 3rd Edition, Prentice-Hall

Students will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Fashion Design Modules

MODULE: FASHION DESIGN I: Design, Sewing, Pattern, Garment Makeup

Stage: I
Credit Points: 20 ECTS (9 US)
Theme: Business Environment
Assessment Weighting: 100% - Coursework

Module Philosophy:

This design module is project led and is the key integrative module on the programme. The module introduces students to Fashion Design as an area of academic study and supports the development of skills, knowledge and understanding that are applicable to Fashion Design. The content includes design briefs and research, design development, presentation skills, pattern cutting, garment technology and garment construction. Students are introduced to all the essential areas of the Fashion Design process which will equip them with the skills to allow for further development throughout the course.

The module is broken down into various project briefs, each of which is supported by lectures and taught workshop activities. Through the fashion design project the students are introduced to the basic principles of fashion design, the design process and the relevant terminology. There is an emphasis on visual research encouraging students to develop observation, drawing and experimentation skills, to promote creativity, aid original concept and idea generation. 3-dimensional realisation of design work is developed through research, fabric selection, sampling, pattern cutting and garment construction.

Module Aims:

This module aims to:

- Introduce the basic skills of the fashion design process and the relevant terminology.
- Introduce design briefs and the importance of visual research to aid original concept and idea generation.
- Initiate creativity and encourage inspiration, experimentation, transformation and application of the visual elements of design in presentation.
- Introduce the technical skills of fashion design - the fundamental principles of pattern cutting and garment construction.
- Develop the pattern skills necessary for realisation and construction of designs.

Indicative Module Content - Separates Collection Project

The brief

Design a capsule collection of separates, four outfits to include one skirt, trouser and blouse for which patterns and garments will be made. The basic skills of the fashion design process are introduced; the relevant terminology and the importance of interpreting the challenge of a design brief, the objectives and deadlines.

Inspiration

A work of art, design, or architecture is chosen to research as a source of inspiration to aid the development of creativity and generate original concept and ideas. Experiment is encouraged building on the learning from Analytical Drawing.

Design plan, colour palette and fabric selection

Students plan the requirements of the capsule, outline the garments to be designed, develop and modify a colour palette from the inspiration source. With this information at hand fabric is researched and selected to meet the needs of design.

Design and selection

Initial ideas and creative design elements from visual studies and experimentation are carried forward to develop and integrate in garment design. Designs that best fulfil the brief are selected and presented with flat specification drawings and fabric to be approved for pattern development where designs are realised in three-dimensional form.

Drawing for presentation

Introduce drawing and rendering equipment and media. Designs are then drawn on the figure communicating drape and fit, and the drawing is finalized with fabric rendering detail to give an impression of the fabric type, texture, colour or print. All elements of design are grouped together within a planned layout that enhances both artwork and design. The presentation style should convey the inspiration and mood of the collection in a professional manner.

MODULE: DRAWING I: ANALYTICAL DRAWING AND FASHION DRAWING

Stage:	I	
Credit Points:	7.5 ECTS	3
Theme:	Fashion Design	
Assessment Weighting:	100% - Coursework	

Module Aims

This module aims to:

- Achieve a degree of competency and confidence in freehand drawing through observation, analysis and the recording of objects and environments.
- Consolidate an understanding of form, geometry, proportion, scale, structure and function.
- Develop drawing skills to instil confidence and ability to communicate visually through sketching, technical drawing and figure drawings.
- Encourage experimentation to develop a personalized style of fashion drawing.
- Initiate an understanding of the language of fashion drawing and the role it plays in the communication of design.
- Encourage observation, analysis of fabrication and garment detail through drawing.
- Develop a good standard of proficiency in use of a computer which is essential in order to support later computer-aided design modules.
- Develop a capacity for using standard operating systems and standard software communications.

Indicative Subject Area Content: Analytical Drawing

- **Analytical drawing exercises**
Freehand drawing studies to examine and analyse the shape, form, proportion and geometry of man-made and natural objects; and the space, scale relationship and configuration of objects clustered in a group.
- **Presenting Visual materials**
Introduction to the basics of visual presentation; Elements of presentation; communication, clarity, simplicity, uniformity, legibility, sequence, typography, and legends; Required standards and examples; Methods and techniques of sketching.
- **Analytical Drawing and Painting (Series of exercises)**
Exploring space, shape, form, proportion, geometry and colour; Still life drawing and colour work; Life drawing (animals and human).

Indicative Subject Area Content: Fashion Drawing

- **Introduction to Fashion Drawing:** the role of fashion drawing in the communication of design detail and mood; relevant terminology used in industry; the exaggeration of proportion used in fashion figure drawing; art materials and equipment most commonly used as an industry standard.
- **Fashion Figure:** the skills and practices of fashion figure drawing,; experimentation to develop a personalized style of fashion drawing and further develop a range of fashion figure poses to bring movement and dynamics to design presentation.
- **Flat Drawing:** the role flat technical drawing plays in the communication of design establishing its universal use in design and production throughout the fashion industry.
- **Fabric Rendering:** art materials required for fabric rendering; techniques to best express fabric characteristics and drape; industry techniques used in fashion drawing.

MODULE: **Culture Studies: Incorporating History of Modern Art & Design, & History of Costume**

Stage: I
Credit Points: 5 ECTS (3 US)
Theme: Fashion Design
Assessment Weighting: 100% - Coursework

HISTORY OF MODERN ART & DESIGN

Subject Area Aims:

This subject area aims to:

- Develop the student's critical appraisal of art and design from the 1830s to the 1930s.
- Research, analyse and critically evaluate key works of art and design in terms of their aesthetic, cultural, social, historical and political contexts.
- Build the student's confidence and ability in the use of art, architecture and design as an influence on their own fashion designs.
- Widen the scope of the student's range of artistic and cultural knowledge.

Indicative Subject Area Content:

Movements in Art and Design from the 1830s to the 1930s. The development of modernism across art, architecture and design, looking at key movements and artists.

- **Neoclassicism:** David, Ingres, Canova, Barry, Hamilton
- **Romanticism:** Géricault, Delacroix, Goya, Friedrich, Constable, Turner, Blake; Danby
- **The Pre-Raphaelite Brotherhood:** Rossetti, Millais, Hunt, Madox-Brown; Ruskin
- **The Great Exhibition of 1851:** Victorian Taste, the Industrial Revolution, Conspicuous Consumption, Design Reform, the Gothic Revival
- **The Arts and Crafts Movement:** the influence of Pugin & Ruskin on William Morris
- **Realism:** Courbet, Millet, Daumier, Manet
- **Impressionism:** Monet, Degas, Renoir, Pissarro, Cassatt, Morisot
- **Post-Impressionism:** Seurat, Signac, Cézanne, Gauguin, van Gogh
- **Art Nouveau:** Toulouse-Lautrec, Mucha, Mackintosh, Gaudí, Tiffany, Gallé, Lalique
- **Arts & Crafts in America:** Louis Sullivan, Frank Lloyd Wright & Organic Architecture
- **Fauvism; Expressionism:** Matisse, Derain, Kirchner, Pechstein, Nolde, Marc, Macke
- **Cubism; Futurism:** Picasso, Braque; Balla, Boccioni, Severini
- **Abstract Art; Russian Constructivism:** Mondrian, Kandinsky, Malevich, Tatlin
- **De Stijl; Bauhaus:** van Doesburg, Rietveld, Gropius, van der Rohe, Breuer, Brandt
- **Irish Artists:** Clarke, Hone, Osborne, Lavery, Purser, Leech, O’Conor, Orpen, Yeats, Jellett, E. Hone, Swanzy, McGuinness
- **Dada; Surrealism:** Duchamp, Ray, Arp, Picabia, Dali, Miró, Magritte, Ernst
- **Art Deco:** Cassandre, Dunand, Ruhlmann, Lalique, Cliff, Cartier, van Allen, Hood
- **Eileen Gray; Le Corbusier:** Lacquer & Furniture Design, E1027, Villa La Roche, Villa Savoy, Notre Dame du Haut

HISTORY OF MODERN ART & DESIGN

Subject Area Aims

This subject area aims to:

- Investigate the history of fashion from the medieval to pre-industrial revolution eras, and how dress determines notions of silhouette, materials and colour.
- Examine costume and dress composites, hair, make-up and accessories, trims, decoration, construction methods, costume functions and markets in an historical context.
- Examine the aesthetic ideal of masculine and feminine beauty with attention to socio-cultural, political and religious characteristics of a particular epoch.
- Trace the evolution of costume and show an understanding of the differences between dress and costume and ‘fashion’.

Indicative Subject Area Content:

The Evolution of Costume from the Middle Ages to the early 19th Century: from function to social signifier- politics, class, power, social history. Periods covered:

- **Medieval Costume** (11th to 14th centuries)
- **Renaissance & Elizabethan Costume** (15th and 16th centuries)
- **Baroque Costume** (17th century)
- **Rococo Costume** (18th century)
- **Empire, Neoclassical and Regency Dress** (late 18th and early 19th centuries)

MODULE: Drawing I: Digital Drawing (Photoshop)

Stage: I
Credit Points: 2.5 ECTS (1 US)
Theme: Fashion Design
Assessment Weighting: 100% - Coursework

Indicative Subject Area Content: Digital Drawing

- **Introduction to the Operating System:** General introduction to the operating system; capabilities and commands. Storing and retrieving files, activating programs, using system utilities.
- **Introduction to PowerPoint:** Creating slides, Embedding images and text from other applications; Sequencing the slides to create a slide show; using animation techniques; presenting a slide show using projection facilities.
- **Introduction to Photoshop:** File types, colour resolution, scanning of images and drawings, layout.
- **Presentation techniques:** Layout, graphics, text, colour, photomontage, proportion, use of different media.

MODULE: Technology I: Textile Theory

Stage: I
Credit Points: 2.5 ECTS (1 US)
Theme: Fashion Design
Assessment Weighting: 100% - Coursework

Module Aims:

This module aims to:

- Provide a general overview of fashion industry materials such as yarns and basic textiles.
- Introduce fiber theory and fiber classification systems.
- Differentiate between natural and man-made fibers and fabrics.
- Identify the basic principles of yarn construction and yarn processing.
- Identify and understand basic fabric constructions.
- Outline the processes for fabric construction, processing and finishing.
- Understand fabric performance and testing methods and procedures.

Indicative Module Content:

- **Introduction to Textiles, Fibre Theory and Classification:** historical background; textile components; natural fibres; man-made fibres; fibre forming and spinning; fibre properties; fibre morphology; molecular structures and arrangements; tests for fibre identification.
- **Natural Fibres:** Protein fibre properties, processing and, uses and care of wool, speciality and fur fibres (mohair, cashmere, alpaca, llama) and silk.; Cellulosic fibre properties, processing, and uses and care of cotton, flax, jute, ramie and hemp.
- **Man Made Fibres:** Modified cellulosic fibre properties, manufacturing processes, uses and care of Rayon, acetate and triacetate; Polyamide & Polyester Fibre manufacture and molecular structure; fibre properties, uses and care.

- **Speciality Fibres:** olefin fibres; elastomeric fibres; man-made non-cellulosic fibres; experimental fibres; mineral and miscellaneous inorganic fibres and yarns – their fibre properties, molecular structure, production, uses and care.
- **Yarn Construction:** basic principles of yarn construction; yarn processing; contemporary methods of yarn production.
- **Fabric Construction:** Woven fabrics – fabric looms, weaving processes; Knitted fabrics – weft knitting, warp knitting, uses of knitted fabrics; Non-woven fabrics – felts, bonded fabrics.
- **Fabric Finishing, Processing & Applications:** finishing processes, specialised finishes, functional finishes; Fabric dyeing and application of colour; Applications to fabric.
- **Fabric:** fabric geometry; textile legislation; labelling regulations; consumer responsibility; fabric performance and testing standards; health & safety requirements.

MODULE: Cultural Studies: History of Modern Art & Design

Stage: I
Credit Points: 2.5 ECTS (2 US)
Theme: Fashion Design
Assessment Weighting: 100% - Coursework

Subject Area Aims:

This subject area aims to:

- Develop the student’s critical appraisal of art and design from the 1830s to the 1930s.
- Research, analyse and critically evaluate key works of art and design in terms of their aesthetic, cultural, social, historical and political contexts.
- Build the student’s confidence and ability in the use of art, architecture and design as an influence on their own fashion designs.
- Widen the scope of the student’s range of artistic and cultural knowledge.

Indicative Subject Area Content:

Movements in Art and Design from the 1830s to the 1930s. The development of modernism across art, architecture and design, looking at key movements and artists.

- **Neoclassicism:** David, Ingres, Canova, Barry, Hamilton
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MODULE: Professional Practice: Fashion Business

Stage: I
Credit Points: 2.5 ECTS (1 US)
Theme: Fashion Design
Assessment Weighting: 100% - Coursework

Module Aims:

This module aims to:

- Develop an understanding and appreciation of how the fashion industry operates, both nationally and internationally.
- Distinguish between the different sectors in the fashion industry, from couture to mass-production.
- Identify the characteristics of each of the fashion industry sectors, and understand their relationships to each other.
- Know the fashion business cycle and the fashion calendar.
- Identify the business and ethical issues currently affecting the fashion industry, with a view to forming future perspectives.
- Present social responsibility and legal issues as they relate to the fashion industry.

Indicative Module Content:

Industry overview – the nature of business; the structure of fashion industry from couture and ready-to-wear to mass production; how the fashion industry works; an overview in sequential order from concept to consumer.

Couture - Couture: its meaning and its place in the fashion industry; couture house organization; Paris and London couture houses; Hollywood and Haute Couture; the decline of the haute couture system in the 1960's; the revival of couture in the 1980's and 1990's; the relevance of couture today.

Ready to Wear - definition; origins of ready-to-wear; development and evolution of ready-to-wear; the fashion revolution in London in the 1960's; ready-to-wear manufacturing techniques; ready-to-wear workrooms or studios; factors in the growth of the ready-to-wear industry.

Mass Production - the mass production process; design strategies in mass production; off-shore production and outsourcing.

The Fashion Business Cycle: business cycles; the time cycle in which fashion operates from the couture shows to the designer shows; retail fashion cycles; fabric and production lead times.

The impact of technology on the industry – from product development to supply chain management systems; CAD; CAM; the internet; case study illustrations.

Major trends transforming the industry: globalization of the fashion industry; its impact on sourcing, supply chains, production and retail; the power of mass production: global culture and the global consumer.

The China Factor – the impact of China on sourcing garment components and garment production; Chinese & Eastern influences on fashion; case study illustrations.

The chain store challenge: The revolution on the high street - how the high street is changing, and the implications for the fashion landscape overall; an investigation of how retailers try to get key catwalk trends from the drawing board to the shelves as quickly as possible, supply chain management.

Fashion Business Issues: Ethical trading; copyright and the issue of copying in fashion; corporate social responsibility; legal responsibilities, business ethics, sustainable design.

Careers in the fashion industry: career options and opportunities for fashion designers; tailoring your portfolio presentation, CV and approach to your desired career path.
