DUBLIN CITY UNIVERSITY BUSINESS SCHOOL

Postgraduate Business Programmes 2010-2011

Accounting
Marketing
Human Resource Management
Management and Information Systems
Economics, Finance and Banking
DCU Business School Programmes

DCU Business School offers an exciting range of undergraduate and postgraduate programmes, delivering expertise from an innovative and professional academic team. In recent years we have expanded our portfolio of programmes, in addition to increasing significantly the number of places available on our Ph.D. programme.

Postgraduate Programmes

**Full-Time**
- Professional Diploma in Accounting
- M.B.S. in Accounting
- M.Sc. in Finance and Capital Markets
- M.B.S. in Marketing
- M.Sc. in Electronic Commerce
- M.B.S. in Human Resource Management
- M.Sc. in Business Management
- M.Sc. in International Management

**Part-Time**
- Master of Business Administration
- M.Sc. in Investment, Treasury and Banking
- M.B.S. in Human Resource Strategies
- M.Sc. in Work and Organisational Psychology/Behaviour
- M.B.S. in Strategic Procurement
- M.B.S. in Safety and Health at Work
- Graduate Certificate in Corporate Treasury
- M.Sc. in Emergency Management

Research Programmes

- Masters Full-Time/Part-Time
- Ph.D. Full-Time/Part-Time
- Professional Doctoral Programme

Undergraduate Programmes

- B.A. in Accounting and Finance
- Bachelor of Business Studies
- B.A. in European Business
- B.A. in International Business and Languages
- B.Sc. in Aviation Management/Aviation Management with Pilot Studies
- B.Sc. in Marketing, Innovation and Technology

For information on our undergraduate and full-time postgraduate programmes contact the School Office on 01 700 5265 or email dcubs@dcu.ie

For information on our part-time postgraduate programmes contact the Centre for Executive Programmes on 01 700 8829 or email cep@dcu.ie

For information on our research programmes contact our Research Support Officer on 01 700 5734 or email phdbusiness@dcu.ie

www.dcu.ie/dcubs
Welcome to Ireland’s Most Innovative Business School

At DCU Business School, we offer programmes of study that are innovative, rigorous and challenging. Our programmes are delivered in a flexible and supportive learning environment using state of the art facilities. They are continuously reviewed and updated to ensure they are directly relevant to the needs of business and designed to provide the best possible career opportunities for our graduates.

Our approach to business education is based on the integration of personal and professional development, the benefits of which are confirmed by frequent positive feedback from our graduates and their employers.

We hope you will find this information and the further details on our website (www.dcu.ie/dcubs) useful. Please feel welcome to contact us if you need further information.

Thank you for your interest in DCU Business School.

Professor Bernard Pierce
Executive Dean
# Postgraduate Business Programmes 2010-2011

## Dublin City University Business School

### Postgraduate Programmes 2010-2011

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## Professional Doctoral Programme

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DCU Business School (DCUBS)

Our Guiding Principles: Relevance and Excellence
Dublin City University Business School is the youngest provider of university management education in Ireland. Since its establishment in 1990, the School has developed a wide range of undergraduate and postgraduate business management degree programmes. Its guiding principles are relevance and excellence; relevance to students, to the business sector, to the Irish economy and to society in general; excellence in teaching, research, facilities and delivery.

Preparing for Tomorrow’s Management Challenges
During its 29 year existence, DCU Business School (DCUBS) has been a core contributor to business education in Ireland. The School prides itself on its ability to deliver excellent management education in keeping with the needs of the market and to provide students with the knowledge, competence and ability to apply it. We believe that the hallmarks of our postgraduates are their capacity for creative thinking, their cross-disciplinary approach to problem solving and their ability to operate effectively.

Our Diverse Postgraduate Portfolio
Our portfolio of professional studies includes full- and part-time Masters programmes in Management, Finance, Accounting, Marketing, Procurement, Human Resource Management, Organisational Psychology/Behaviour, and Emergency Management, as well as our A.M.B.A. accredited M.B.A. programme and our Professional Doctoral Programme.

Executive Programmes
DCUBS has strongly developed the provision of high quality executive education. The School has recently consolidated its full suite of post-experience programmes into the dedicated Centre for Executive Programmes. The Centre supplies management development and professional programmes that make a significant contribution to the achievement of an organisation’s strategic and operational goals.
Innovation: At the Core of Everything We Do

DCU Business School is a force for innovation and change in management education. Innovation lies at the core of all of our activities. Indeed, DCUBS has two research centres dedicated to the study of innovation in industry and in learning.

The Learning, Innovation and Knowledge (LinK) Centre is a university designated research centre that engages in cross-disciplinary research projects which focus on creating learning, innovation and knowledge in the domains of knowledge intensive firms, health services management, and technology.

The Centre for Research on Student-Learning and Teaching (CReST) is a research cluster which aims to provide a cohesive framework for high quality, leading-edge research on student learning and teaching. The Centre’s work has facilitated DCUBS in pioneering new modes of assessment in business education.

Since its inception, the School has:

- Introduced an impressive number of programmes which are the first of their kind in Ireland, including new programmes in Aviation Management, Technology Management, Emergency Management, Strategic Procurement, Marketing, Innovation and Technology, and the unique Professional Doctoral Programme
- Been one of the first business schools to pioneer the inclusion of work placements on its undergraduate degree programmes
- Promoted the concept of integrating business education in technology programmes
- Developed post-experience programmes that incorporate work-based projects which address organisational issues with a view to implementing solutions
- Pioneered the integration of languages with business education
- Led the way in international linkage programmes with strong student exchange arrangements across Europe, the US, South America, Japan and China

...Just some of the many and varied factors that make DCUBS Ireland’s most innovative business school.
High-Tech and Flexible Learning Environment

Students at DCUBS enjoy excellent teaching and learning facilities. Students have 24-hour online access to materials, project details and submission requirements via ‘moodle’, our online learning platform which offers access to an e-library and allows students to study from home. The Business School building is wireless enabled. In addition, there are three open access PC labs and a dedicated postgraduate PC lab. Classrooms are fitted with state-of-the-art audio-visual equipment.

Our part-time programmes have been developed for experienced working professionals and are delivered in a manner designed to fit in with their work and personal commitments. For example, our part-time M.B.A. students can choose between attending one afternoon per week or block sessions of three days per month.

The Learning Partnership

DCU Business School has developed a reputation for lecturer and student interacting as equals in a ‘learning partnership’. As part of the ‘adult learning experience’ experiential learning techniques, including business simulations, case studies, seminars, problem-based learning, problem-solving and team building exercises are used to apply knowledge. Assessments tend to be less exam-oriented and focus more on work related assignments. We endeavour to provide our students not just with knowledge but also with a specific set of management competencies.

Diversity and Depth

DCU Business School staff come from a broad spectrum of backgrounds: accounting, economics, finance, human resource management, information systems, management, marketing, psychology and sociology. The cross-fertilisation of these disciplines is evident in the richness of our degree structures. Students are encouraged to think both independently and strategically, i.e. educated to see the ‘bigger picture’.

We believe that education is not just about establishing business know-how and competence; it is about developing the whole person.

We work in partnership with our students to enable them to reach their full personal potential.
Global Outlook

From the outset, DCU Business School has recognised the importance of taking a global view on business. DCUBS is actively involved in a wide array of international research projects, student and lecturer exchanges, and other international ventures, which are central to our existence. In addition, all of our programmes have a strong international focus.

Highly regarded internationally, DCU Business School is a member of the International Partnership of Business Schools (IPBS). The Dean of DCUBS is President of IPBS. Through this partnership the M.Sc. in International Management was made possible and we currently have students enrolled on this programme from: USA, Mexico, India, China, Nigeria and a number of European countries including France, the Netherlands and Germany. Potential study options involve spending the first semester in the USA, Mexico or France and the second semester in Ireland (DCU), Germany or Italy.

International Alliances

Forming international alliances is a key objective in DCU’s overall strategic plan. DCU has formed recent strategic partnership links with Arizona State University and China’s Northeastern University and Capital University of Economics Beijing. DCU Business School faculty have formed research links with a number of institutions in their scholarly work through group and individual academic networks. The Learning, Innovation and Knowledge Research Centre (LInK) is indicative of this. Within the Centre collaborative research is on-going with Arizona State University (USA), De Montfort University (UK) and Kingston University (UK).

Other research links include Sheffield Hallam University (UK), Cardiff University (UK), Loughborough University (UK), University of Illinois (USA), Clemson University (USA), University of Edinburgh (UK), University College Dublin (IRL), University of Exeter (UK), University of Leicester (UK), University of Otago (New Zealand), Victoria University, Dundee University (UK), Manchester Business School (UK), University of Seville (Spain) and Northeastern University (USA).

Our outlook and our reach are truly global.
Programme Overview

The Professional Diploma in Accounting (PDA) is designed to fast-track graduates who wish to pursue careers in accountancy or taxation, but whose primary qualifications are in areas other than accounting. In this sense, it is what we call a "conversion" programme. Accredited in 1982, the PDA is the longest established programme of its kind in the Republic of Ireland and attracts high-quality graduates from a wide range of disciplines including arts, engineering, law, education, science and business. It provides students with an excellent foundation in accounting and its related disciplines, bringing them to a high level of competence such that they are excellently prepared to commence the advanced examinations of professional accountancy and taxation bodies.

Entry Requirements

The minimum entry requirement is a second class honours degree in a discipline other than accounting (for those who have studied in any country) or accounting (for those who have studied outside Ireland and the U.K.).

Due to the regulatory nature of accounting, holders of degrees awarded by institutions overseas are not eligible for direct entry to Masters degrees in accounting in Ireland. Hence, holders of such degrees are eligible to apply for entry to the Professional Diploma in Accounting and, on successful completion of the programme, to DCU’s M.B.S. in Accounting.

When demand from qualified applicants exceeds available places, applicants are ranked for admission purposes on the basis of prior academic performance.

Aims and Objectives

The key objectives of the PDA are two-fold. Firstly, the programme aims to develop students’ understanding of the conceptual underpinnings and practice of accounting. Secondly, it strives to enhance students’ problem-solving, analytical, critical thinking and independent learning skills so that they are equipped appropriately for challenging careers in dynamic professional and business environments.

Programme Structure and Content

The Professional Diploma in Accounting lasts for one academic year (September to May). It operates on a semester basis with a mix of semester- and year-long modules. Some modules are assessed at the end of the first semester and others at the end of the second semester.

The modules on the PDA cover:
- Financial Accounting
- Taxation
- Financial Management
- Management Accounting
- Law

The programme commences with an introductory accounting course, which takes place one week before the standard University commencement date.

Additional Programme Feature

FGS, Chartered Accountants, award a prize to the student who achieves first place overall on the programme. The Irish Taxation Institute awards a prize to the student who achieves first place in the taxation module.

Career Prospects

PDA graduates typically proceed to qualify as professional accountants and/or taxation specialists and pursue careers in accountancy firms, financial institutions, and manufacturing and service companies in Ireland and abroad.
Graduates are exempt, in full, from the CAI examinations of Chartered Accountants Ireland. Exemptions are also available from CIMA, ACCA, ICPA and The Irish Taxation Institute. However, it should be noted that professional bodies review the exemptions available to programmes offered by all universities on an annual basis. PDA graduates, who achieve a minimum overall grade of a credit, are eligible to apply for a place on the M.B.S. in Accounting programme offered at DCU Business School.

**Contact Details**

Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc500

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

“The standard of the lecturers and the lecture material was the best I have experienced at third level. The course is highly respected in the workplace and invariably leads to very good employment prospects after graduating. It gives an excellent basis for any career in the accounting or business fields and I would highly recommend this course.”

**Joseph Kelly, KPMG, Professional Diploma in Accounting, Class of 2008**

“The PDA is a great programme and it is ideal for graduates who wish to pursue careers in accounting. I really appreciated the high standard of teaching on the PDA and the level of support provided by all the staff. In addition, the small class size allowed me to make great friends, which really added to my enjoyment of the year.”

**Vivian Lihong, PDA 2003, MBSA 2004, currently working with PwC**
M.B.S. in Accounting (PAC Code: DC501)
1 Year Full-Time Programme

Programme Overview
The M.B.S. in Accounting is the leading programme of its kind in Ireland, an innovative partnership of learning which is informed and shaped by the needs of the accounting professional of tomorrow. The programme encourages critical and creative thinking, teamwork and communication, and develops a diverse range of professional attributes which equip graduates to excel in the accounting profession and to adopt leadership positions in their professional lives.

The M.B.S. in Accounting is designed to meet the needs of honours graduates who have taken major accounting specialisms in their undergraduate studies. It allows such candidates to combine study for a Masters degree with study for professional examinations in an educationally effective way. The programme also provides the opportunity for further career progression to graduates of DCU’s Professional Diploma in Accounting.

Entry Requirements
The minimum entry requirements are one of the following:
- An honours degree in accounting
- An honours degree with a significant specialism in accounting
- An honours award in the University’s Professional Diploma in Accounting.

Applicants must have completed an honours degree programme which has exempted them from the Institute of Chartered Accountants in Ireland’s (ICAI) CAP 1 examinations. Applications for exemption should be directed to the ICAI. Details are available on the Institute’s website: www.icai.ie

If, as is normally the case, demand from qualified applicants exceeds available places, applicants will be ranked for admission purposes on the basis of prior academic performance. Those who have not received their degree results by the application closing date may receive conditional offers.

Aims and Objectives
The programme affords recent graduates the opportunity to study for a Masters qualification and at the same time gain exemptions from professional examinations. It aims to foster the student’s ability to provide professional solutions based on a comprehensive understanding of the relationship between the various elements of accounting and the ethical underpinnings of the profession. This is increasingly important in the complex commercial environment, where proposed actions have a wide range of implications for business.

Programme Structure and Content
The M.B.S. in Accounting is delivered on a full-time basis over one year. To encourage participation and facilitate the highest standard of professional delivery, class size is restricted to facilitate participative learning and teamworking in the class.

The programme encompasses both professional and conceptual material. A number of recent reports have recommended this combination as the ideal educational preparation for a career in accountancy.

Among the areas covered on the programme are:
- Financial Accounting
- Taxation
- Critical Perspectives on Accounting
- Corporate and Investment Finance
- Business and Social Environment
- Management Accounting
- Auditing and Professional Ethics
- Assurance Services
- IT and the Accountant
- Research Methodology/Project
Additional Programme Feature

The Business and Social Environment module is an integral part of the programme and provides a forum for leading speakers to impart their experiences and give a broader perspective of the role of the accountant in society.

Past speakers include: Paul Appleby, Director of Corporate Enforcement; Peter McVerry SJ, The Arrupe Society; Patrick Darcy, Former Garda Fraud Officer; Charlie Bird, RTÉ Chief News Correspondent; Frank Mullin, International Division, Revenue Commissioners; Robbie Kelleher, Head of Research, Davy Stockbrokers; Phil Hogan, Minister for State (1994-1997); Dr. Anthony Clare, Psychiatrist; and Conor Crowley, Judge.

Career Prospects

Graduates of the M.B.S. are exempt from all subjects in the CAP 2 Examination of the Institute of Chartered Accountants in Ireland (ICAI). To qualify as chartered accountants, graduates of the programme will be required to pass the Institute’s Final Admitting Examination and to serve a training contract of three years. Many firms of chartered accountants sponsor students whom they have recruited on the programme. Frequent employers of our graduates include Accenture, Deloitte, Ernst & Young, Grant Thornton, JP Morgan, KPMG and PricewaterhouseCoopers.

Contact Details

Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc501

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

“"The course provided me with a superb training for my career in accounting and was a particularly good platform for the FAE. Although I found the course material very challenging, the lecturers were excellent and very supportive. The group assignments heightened morale among course participants and enhanced my personal and professional development.”

Alan Garry, M.B.S. in Accounting, 2002 and 1st place in the Final Admitting Examination (FAE), 2004

“I found the course deepened my understanding of accounting and the broader business world. The lecturers on the course were fantastic and were always available for a chat if you were stuck with anything. A further benefit of the masters is the level of professional exemptions – full CAP2 of your accounting exams and Part 1 of your tax exams! Overall, the M.B.S. in Accounting provides a great platform to learn and was for me a really enjoyable year in college.”

Shane Murphy, M.B.S. in Accounting, 2008 and International Tax Trainee, Deloitte & Touche
M.Sc. in Finance and Capital Markets (PAC Code: DC511)
1 Year Full-Time Programme

Programme Overview

The financial world’s demand for innovation has always been intense. Today, as the financial markets become increasingly complex, the need to understand markets, systems and financial instruments has never been greater.

The M.Sc. in Finance and Capital Markets programme builds on the success that DCU Business School has enjoyed in relation to the post-experience M.Sc. in Investment and Treasury, which, since its inception in 1990, has established a strong reputation as the leading graduate finance programme in Ireland.

Now in its fourth year, this one-year full-time programme is designed specifically for graduates who have just completed their undergraduate studies and want to undertake a full-time taught postgraduate programme in finance.

Students on the M.Sc. in Finance and Capital Markets will obtain excellent specialist training in treasury and investment activities in financial markets and institutions. The programme emphasises technical skills and rigour, and students will learn the latest quantitative and econometrics skills that are increasingly important in financial services.

Entry Requirements

The minimum entry requirement for the programme is any one of the following:

- An honours degree in a business-related subject
- Expectation of graduating with an honours degree in a business-related subject in the year of entry
- An honours degree in a subject other than business which has a high technical content, such as mathematics, statistics or engineering.

As the M.Sc. in Finance and Capital Markets emphasises technical skills and rigour, students should have shown aptitude in technical subjects in their undergraduate degree.

Aims and Objectives

The principle aim of the programme is:

- To develop students’ understanding of the conceptual framework underlying disciplines relevant to treasury management and financial markets; relevant technical and quantitative techniques; and methods of analysis used to evaluate financial issues.

Objectives of the programme are:

- To develop students’ knowledge of the information sources and analytical tools pertinent to effective treasury management in financial markets
- To provide students with up-to-date knowledge and understanding of financial markets and the treasury and investment activities within these markets
- To develop analytical and quantitative skills in financial problem-solving. Also, to hone students’ transferable skills in reasoning, report writing, independent learning, communication and presentation, critical thinking, and self-management
- To develop IT skills in statistical/econometric/forecasting using financial data to investigate empirically financial issues/questions and reach valid conclusions
- To develop the necessary research skills that will equip students to pursue a Ph.D. in finance.

Ultimately, the programme aims to equip students for careers in financial markets and institutions, and in treasury functions of corporations, including government offices.
Programme Structure and Content

The programme is delivered on a full-time basis involving two semesters of teaching over one academic year, with each semester lasting twelve weeks. Group and individual research projects will be undertaken as part of the year-long Research Methodology module.

- Econometrics
- Corporate Finance and Valuations
- Accounting for Finance
- Portfolio Theory and Fund Management
- Securities and Investment
- Fixed Income Markets and Instruments
- Financial Econometrics and Forecasting
- Corporate Treasury Management
- Financial Engineering and Risk Management
- Recent Research Topics in Finance
- Equity Investment Analysis
- Research Methodology

Career Prospects

This programme is designed specifically to prepare the ambitious student for the contemporary challenges and rewarding career opportunities available in the financial services industry. You will be equipped for a career in financial markets and institutions, or in treasury functions of corporations, including government offices. Recent graduates are employed by major financial institutions including AIB, Bank of Ireland, Bank of Scotland, Bloxham Stockbrokers, Commerzbank, Citco Fund Services, Davy, and Geneva Trading.

Contact Details

Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc511

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
Programme Overview

Today’s marketplace is one of economic uncertainty and complexity. However, there are also opportunities created by globalisation and the spread of information technology. This one-year, intensive and varied programme is aimed primarily at recent business graduates with a focused commitment to a marketing career in this challenging environment. It builds on DCU Business School’s proven track record as a provider of innovative and industry-near postgraduate qualifications.

Entry Requirements

- A Bachelor of Business Studies, Bachelor of Commerce, or equivalent business degree, at second class honours grade or higher, with a significant specialism in marketing.
- Professional qualifications in marketing and significant relevant professional experience (Graduateship of MII or CIM). Outstanding graduates from non-business disciplines are also eligible to apply.

If there are more qualified applicants for the programme than places available, applicants will be ranked by prior academic achievement and work experience. Those who have not received their undergraduate degree results by the closing date may be made conditional offers.

Aims and Objectives

The aim of this programme is to equip you with the knowledge, competencies and expertise to function as a successful, accountable and global marketing manager. The course also puts strong emphasis on your personal and professional development. Projects, assignments and delivery modes are tailored to refine your presentational, team-working and technological competencies.

Programme Structure

The programme is delivered on a modular basis over two semesters. It contains eight core compulsory modules. Within most core modules there is a strong focus on strategic and analytic approaches to marketing. You will also be able to select a number of specialist modules from a wide range of optional subjects. These are designed to give you flexibility and allow you to tailor your studies to your future career plans and academic strengths.

Following completion of the taught element of the programme students work either on a major group practicum or an individual dissertation. The group practicum entails working with a client organisation to solve a real-world problem or to exploit a real-world opportunity. This may involve identifying the commercial opportunity, researching the market, or developing a marketing campaign.

During the course you will be exposed to a variety of teaching and learning methods that may include: case studies, industry consulting projects, presentations and group project work. Students on this programme have also benefited from meeting with and hearing visiting marketing faculty from top-tier US and UK business schools such as Harvard, Oxford, York, Northwestern, and George Washington. As a Masters level student, you will also be expected to engage in independent private study and research.

Next Generation Management

The M.B.S. in Marketing is part of DCU Business School’s Next Generation Management initiative. Starting with a weeklong immersion course, this initiative provides students with a unique and flexible learning opportunity to develop the competencies required for successful management careers and to contribute to business success. Particular emphasis is placed on reflective and critical thinking, collaborating with people, creating and sharing knowledge and dealing with complexity. The module is structured around the major personal, organisational and contextual challenges in modern management and focuses on four key themes: personal and career development; leadership, teamwork and corporate accountability; global and societal awareness; and research, media and communication.

Students of the M.B.S. in Marketing Class of 2009, pictured during their visit to Dubai in June 2009. The students’ visit to Dubai was the result of their work on integrated marketing communications campaigns prepared for the Arab Grid for Learning project.
Programme Content

Core Modules:
- Immersion Week
- Next Generation Management
- Applied Marketing
- Brand Management
- Services and Tourism Marketing
- Market Research and Advanced Marketing Metrics
- Marketing Communications
- The Changing Consumer
- Strategic Marketing Management
- Group Practicum or Dissertation

In semester 2, students follow either a Digital Marketer or Marketing Generalist specialism. Among the optional modules available to students across these two streams are: Next Generation Marketing, Strategic Thinking in the Information Age, Global Marketing, Services and Tourism, Marketing and Society, Managing and Marketing Sport, and Language. A full breakdown of modules is available at www.dcu.ie/dc509

Additional Features

DCU Business School has an exchange agreement with the University of Illinois at Urbana-Champaign, south of Chicago. This exchange allows up to three students from the M.B.S. in Marketing to spend their Spring semester studying at what Forbes Magazine has rated the number one advertising university department in the USA.

For full details of this programme, including a video featuring students and industry partners, visit the programme microsite www.dcu.ie/marketingmasters

Career Opportunities

Graduates from this well-established M.B.S. now occupy rewarding and challenging marketing positions in public, private, profit and non-profit sectors both in Ireland and abroad. By way of example, recent graduates have secured positions as market research executive with Lansdowne Research, marketing manager with Caledonian Life, marketing manager with Procter and Gamble, and marketing executive with Hewlett Packard.

Contact Details

Enquiries should be directed to the DCUBS School Office at: +353 (0) 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/marketingmasters

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
Postgraduate Business Programmes 2010-2011 Dublin City University Business School

M.Sc. in Electronic Commerce (Business) (PAC Code: DC506)
1 Year Full-Time Programme

Programme Overview

Jointly offered by DCU Business School and DCU School of Computing, the M.Sc. in Electronic Commerce features a common core curriculum with two distinct streams – Business and Technical. With major fee support for most E.U. students and a strong practical focus, the programme has a wealth of attractive features for both recent graduates and those wishing to update their skills through full-time study.

The programme has been awarded the prestigious EPAS accreditation by EFMD, the European Foundation for Management Development. The accreditation recognises the quality of alumni of the programme and their career progression, the market positioning of the programme nationally and internationally, the curriculum content and delivery system, the extent to which the programme has an international focus, its balance between academic and managerial dimensions, and the appropriateness of the faculty who deliver the programme.

Entry Requirements

Applicants to the business stream must hold a first or second class honours degree in business, computing or a related discipline. In exceptional circumstances, candidates with a lower second class honours degree may be admitted. Candidates with significant business experience on top of a primary degree may also apply.

Programme Structure

The programme is delivered on a full-time basis over twelve months. It begins with an intensive orientation programme designed to encourage the development of teams by combining various skills and talents from the two different streams of students.

Students on both streams take a core set of modules such as web design, business modelling and process innovation, information access, and e-commerce infrastructure in the first two semesters. Students on the business stream take modules in advanced business topics as well as some fundamental modules in computing.

Students with a technical background on the business stream take additional business modules in lieu of the fundamental modules in computing. Students on the technical stream take advanced technical modules in each semester.

Next Generation Management

The M.Sc. in Electronic Commerce (Business) is part of DCU Business School’s Next Generation Management initiative. Starting with a weeklong immersion course, this initiative provides students with a unique and flexible learning opportunity to develop the competencies required for successful management careers and to contribute to business success. Particular emphasis is placed on reflective and critical thinking, collaborating with people, creating and sharing knowledge and dealing with complexity. The module is structured around the major personal, organisational and contextual challenges in modern management and focuses on four key themes: personal and career development; leadership, teamwork and corporate accountability; global and societal awareness; and research, media and communication.

Programme Content

- Immersion Course
- Next Generation Management
- Object Oriented Programming
- Organisation and Management in the Networked Era
- Web Design and Media
- Accounting*
- Business Finance*
- The Digital Economy*
- Business Modelling and Process Innovation*
- Innovation and High Technology Entrepreneurship
- Networks and Internets

Winners of the Accenture Leaders of Tomorrow Awards 2009 are MECB students, Joseph Gilmer, Mark Dolan and Alex Hampton, pictured with Former Programme Chair, Dr. Regina Connolly.
Postgraduate Business Programmes 2010-2011 Dublin City University Business School

- Risk Management and Regulation in E-commerce
- Information Access**
- eCommerce Infrastructure**
- Next Generation Marketing**
- Strategic Thinking in the Information Age**
- Group Practicum

* All students select one of these options in Semester 1. Students on the Business Stream with a technical background must select an additional optional module in lieu of Object Oriented Programming.

** All students select one of these options in Semester 2. Students on the Business Stream with a technical background must select an additional optional module in lieu of Networks and Internets.

Putting Knowledge into Practice

Throughout the programme, students will be given the opportunity to apply their knowledge to real-world projects. This may involve running an online marketing campaign, researching a commercial opportunity or international market entry strategy, compiling a business plan or applying some other business process or toolset. As well as undertaking these projects for individual modules, students have the opportunity of working together in a group to complete a major practical project which is submitted and presented in August. In addition to business research, this typically entails the prototyping of an e-commerce system or development of a software application. Projects are sourced from DCU’s research centres, corporate clients, or may be based on students’ own insights and ideas.

Fees Reduction

This programme is supported by the HEA under the Graduate Skills Conversion Programme, resulting in a reduced fee for most European Union students. This is subject to annual review but in 2009/2010 the fees payable per annum by most EU students were reduced to €2,000.

Career Prospects

Graduates have pursued a variety of careers in the information economy as managers, entrepreneurs, business analysts, management consultants, e-marketing professionals and e-business technologists. They work in specialist e-commerce organisations and in traditional industry, which has begun to innovate its systems and processes to compete in the new economy. Other students have developed their entrepreneurial talents and have won awards for their work. Employers of our graduates include Accenture, Cambridge University Press, Google, IBM, Mars, Nike, Oracle, PricewaterhouseCoopers, Unilever and Vodafone.

Contact Details

Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc506

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
M.B.S. in Human Resource Management (PAC Code: DC632)
1 Year Full-Time Programme

Programme Overview

The M.B.S. in Human Resource Management programme has been designed to equip graduates with the knowledge, skills and abilities required to work in the fast changing world of human resource management (including areas such as training and development, employee relations and consultancy) or in the area of international business where there are responsibilities for people management.

The innovative and distinguishing features of this Masters programme include its focus on international elements of management, its emphasis on enhancing leadership capability, and the importance given to building professional competencies through skills workshops.

The effective management of human resources is now recognised as a key element in an organisation’s strategic capability and this programme was developed to accommodate the increasing demand for competent graduates who can undertake, as well as advise on, this core activity. Graduates educated to Masters level are particularly well placed to take on these challenges as their postgraduate education provides them with the research capabilities and problem-solving skills that are crucially important to organisations operating in a knowledge-based economy.

Successful graduates are eligible for graduate membership of the Chartered Institute of Personnel and Development (CIPD).

Entry Requirements

Applicants must have a minimum second class honours degree in any discipline. If, as is normally the case, demand from qualified applicants exceeds available places, applicants will be assessed for admission purposes on the basis of academic performance and on the inclusion of business knowledge in their undergraduate degree. It is expected that there will be a mix of business and non-business students in the programme. Those who have professional qualifications and relevant professional experience may also apply. Candidates who have not received their degree results by the application closing date may receive conditional offers.

Aims and Objectives

The objectives of the programme are to provide graduates with:

- An in-depth understanding of the theories and conceptual frameworks underpinning the broad area of people management
- Insights into the latest developments in HRM
- An understanding of the strategic level of analysis at which business decisions are made and of the links between the management of human resources, business strategy, finance and performance
- A good understanding of cross-cultural management and of the issues involved in managing human resources internationally
- Opportunities to acquire the professional competencies required to work successfully in a human resource management environment or as a manager engaged in managing human resources
- The capacity to enhance leadership capabilities through engaging in personal development activities
- An opportunity to plan future careers
- The skills to undertake and implement organisational level research.

Programme Structure and Content

Students will complete 12 modules over two semesters, together with a management report that is submitted in August after completion of the taught element of the programme.

The successful achievement of these two elements will lead to the award of M.B.S. Those who successfully complete the taught component of the programme without the management report will be awarded a Postgraduate Diploma in HRM.
People Management and Development
Selection and Assessment
Researching HRM
Labour Law
Organisational Learning and Knowledge Management
Leadership and Career Development
Skills workshops in selection and assessment, team-building/project management and employee relations
Strategic HRM
Understanding Accounting in Organisations
Employee Performance and Rewards
International HRM
International Employee Relations
Business Strategy
Organisational Change and Transition
Management Research Report (Dissertation)

Additional Features
This programme utilises a variety of learning approaches including lectures, case studies, seminars and presentations. There is a strong focus on leadership and personal and career development within the programme with a whole module devoted to this element. There is also an emphasis on teamwork, communication skills, problem-solving, and the application of theory to the practice of HRM.

Career Prospects
Graduates of this programme pursue generalist and specialist roles in human resource management, training and development, employee relations, research, consultancy, and as general managers. Their talents are highly sought-after by multinational companies, consultancy firms, the public sector, and not-for-profit organisations. Recent graduates are employed by leading organisations including Bank of Ireland, IDA, and Bristol Myers Squibb. There are opportunities also for those wishing to undertake further study to Doctoral level.

Graduate Membership of the Chartered Institute of Personnel and Development
This programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD). Successful graduates thus qualify with both the Masters degree and a professional qualification (graduate membership of the CIPD).

Contact Details
Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc632

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
M.Sc. in Business Management (PAC Code: DC510)
1 Year Full-Time Programme

Programme Overview
The M.Sc. in Business Management provides a broad introduction to the range of business and management disciplines. It is designed for recent graduates who have not studied business or management previously, and is ideal for those who lack the necessary depth of work experience for admission to the DCU MBA programme. Employers today place a high value on individuals who possess cross-disciplinary skills and insights. This programme will help you to acquire the knowledge and skills necessary to operate successfully in a business environment, which increasingly requires a strong combination of technical and managerial skills. By combining the M.Sc. with a primary degree from a specialist field, your employment opportunities will be enhanced significantly.

Aims and Objectives
Participants will acquire:
- An understanding of the principles of business and management
- Insights into the ways in which organisations operate and how individuals behave within those organisations
- The analytical, conceptual and practical tools necessary for managerial decision-making
- The opportunity to engage in research and to produce an in-depth analysis and evaluation of a business issue
- The range of skills necessary to operate successfully in a business environment. These include analytical, technical, teamworking, presentation, report writing and communication skills.

Entry Requirements
Applications should hold, at a minimum, a second class honours degree in a discipline other than business, or an equivalent international qualification.

Programme Structure
The M.Sc. in Business Management is delivered on a full-time basis over one academic year, consisting of two taught semesters. An individual dissertation or group practicum must be submitted and presented in August. Modules will be delivered through a combination of lectures and seminars. Students will be supported in their learning through the provision of written and online course materials and ongoing access to academic support. Participants will be required to undertake a series of assignments that may include essays, group projects, online tests, competency tests, case analysis and final examination.

Next Generation Management
The M.Sc. in Business Management is part of DCU Business School’s Next Generation Management initiative. Starting with a weeklong immersion course, this initiative provides students with a unique and flexible learning opportunity to develop the competencies required for successful management careers and to contribute to business success. Particular emphasis is placed on reflective and critical thinking, collaborating with people, creating and sharing knowledge and dealing with complexity. The module is structured around the major personal, organisational and contextual challenges in modern management and focuses on four key themes: personal and career development; leadership, teamwork and corporate accountability; global and societal awareness; and research, media and communication.
Programme Content

- Immersion Course
- Next Generation Management
- Accounting
- Economics
- Finance
- Marketing
- Organisation Behaviour
- Corporate Strategy
- Operations Management
- Human Resource Management
- Management Information Systems
- Dissertation or Group Practicum

Putting Knowledge into Practice

Throughout the programme, students will be given the opportunity to apply their knowledge to real-world projects. As well as undertaking industry-relevant projects for individual modules, students have the opportunity of working together in a group to complete a major practical project in lieu of an individual dissertation. Projects are sourced from DCU’s research centres, corporate clients, or may be based on students’ own insights and ideas.

Career Prospects

Coupled with their primary degree, graduates of the M.Sc. in Business Management are members of an exclusive group of multi-disciplinary graduates. This is a significant differentiator in the increasingly competitive postgraduate employment market. Graduates of the programme are equipped to move into general management or consultancy roles in a wide variety of organisations and sectors. Their employers are leading indigenous and international companies, including eBay, GAM Fund Management, Goldman Sachs, Helena Rubenstein, IBM, Irish Cement, Pamela Scott, and UniCredit.

Contact Details

Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc510

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
Programme Overview

The Masters in International Management is designed to meet the needs of business and business-related graduates to acquire the knowledge and skills required to take up executive management positions with companies operating in the global marketplace. This intensive, twelve month Masters programme, which involves a period of study in two countries, is taught through English and combines managerial theory with the development of business skills.

The programme is delivered through the International Partnership of Business Schools (IPBS), a consortium of leading schools in Boston (USA), Dublin (Ireland), Reims (France), Reutlingen (Germany), Piacenza (Italy) and Puebla (Mexico). Visit www.ipbs-master.com for details of schools in the partnership.

Entry Requirements

The minimum entry requirement is an honours degree in a business discipline or a business-related field. All courses are delivered through the English language but applicants should have sufficient language competency to enable them to pursue their studies in their chosen host countries. In some cases, evidence of an acceptable TOEFL score, or equivalent standard, may also be requested.

Aims and Objectives

The programme is designed to give participants the skills and aptitudes sought by leading companies in the global economy. Two of the most commonly used words to describe the changes taking place in the business environment are ‘internationalisation’ and ‘globalisation’. The trend towards both is ever increasing, regardless of company size, and it is vital for managers operating internationally to anticipate and meet the challenges they present. The development of sustainable strategies thus requires an extensive knowledge of contemporary management concepts and innovative means of implementation, as well as a thorough appreciation of the economic, cultural and social environment globally.

Participants of this programme will acquire:

- An understanding of the business disciplines that underpin commerce in an international context
- The ability to develop an interdisciplinary approach to international business
- The skills and cultural sensitivity to manage in an international environment
- The capacity to manage and to introduce change arising from the dynamic nature of international organisations, the application of new technology and the globalisation of business.

Programme Structure

Run over a period of twelve months, the first term consists of twelve weeks of classes followed by examinations before moving to the second institution. The second semester runs from February to May, followed by examinations and the submission of a dissertation in July.

Current country options are as follows:

- USA*/Ireland
- Mexico/Ireland
- USA*/Germany
- France/Ireland
- Mexico/Germany
- France/Germany
- France/Italy
- Mexico/Italy
- USA*/Italy

* Applicants should note that there is a supplement of €2,000 for EU fee-paying students opting for the US link.

Programme Content

- Managerial Economics
- Business Statistics
- International Business
- International Marketing
- International Governance
- Research Methods
- International Law
- International Finance
Postgraduate Business Programmes 2010-2011 Dublin City University Business School

“...the exclusive approach of the MIM programme answered all my criteria. Not only was I taught by the best professors that Northeastern University (USA) and DCU has to offer, but I was also exposed to management thinking across two different continents. On completing the programme, my strategic thinking is much sharper, I have a broader perspective of business and I am more open to different opportunities. I am now in a new role as Vice President for StrataPRO Consulting. In terms of my level of responsibility, it is quite a big jump from where I was previously. It is a prime consulting business that has had a very challenging couple of years, and it is very much my responsibility to turn it around.”

Praful Mehta, Vice President, StrataPRO Consulting, M.Sc. in International Management, 2007

Marketing Strategy
Human Resources Management
Strategic Management
Operations Management
Thesis Project

Note: Modules may vary from one institution to another.

Additional Feature

Graduates of the degree receive a dual award as they receive an M.Sc. in International Management from the institution in which they complete their studies, together with IPBS certification.

Career Prospects

Your combination of advanced business knowledge and commercial acumen, combined with cultural insights gained through periods of study in two countries, will make you highly employable. Graduates hold senior management positions as business analysts, management consultants, financial analysts, corporate purchasers, production controllers, chief operations officers, and audit seniors with such multinational firms as BWG Foods Ltd, Eli Lilly & Company, Kepak, Kurt Salmon Associates and KPMG.

Chairperson of the Programme
Paul Davis, B.Sc., M.I.E., M.B.A.

Contact Details
Enquiries should be directed to the DCUBS School Office at: +353 (0)1 700 5265 or email: dcubs@dcu.ie

Application Procedure

To apply for this programme, applicants must submit an application form to registration@ipbs-master.com, including all relevant documentation and at least two references, one of which must be academic. Institutions from both countries must approve candidacy. Application forms and additional details are available from www.ipbs-master.com
Programme Overview

The DCU MBA is widely recognised as the degree-of-choice for rising executives with ambitions to be Senior Managers/CEOs, whatever their specialist backgrounds. The DCU MBA is accredited by the Association of MBAs, an independent UK-based accreditation body, which assesses the quality of MBA programmes worldwide.

DCU has been graduating MBA students since 1990. Building on this extensive experience, we have designed our MBA to accommodate the challenges that managers encounter in dealing with the often competing demands of enhancing their job performance, moving up the career ladder and meeting personal commitments while trying to maintain a proper work/life balance. We take a holistic view of the development of our programme to ensure that as well as being academically rigorous and providing our participants with the knowledge, skills and tools to achieve their career aspirations, the DCU MBA will contribute to their personal development and the attainment of personal goals.

Entry Requirements

The DCU MBA programme is aimed at established and mid-career business professionals and technical and engineering specialists who want to make the transition to senior management positions. Candidates must possess:

- An honours degree, or an equivalent professional qualification.
- At least three years of relevant managerial experience.
- Overseas applicants are expected to have achieved a satisfactory standard in the IELTS English language test.

Exceptional candidates who do not meet these requirements may be considered for entry. In such cases, candidates will be interviewed and may be required to take the Graduate Management Admissions Test (GMAT).

Aims and Objectives

The DCU MBA prepares students for the challenges of business leadership. The specific competences that students develop during their MBA programme are:

- The ability to lead and manage independently or as part of a multidisciplinary management team
- The capacity to apply business and management theories, tools and knowledge in tackling complex management and organisational problems and opportunities, at both a strategic and business functional level
- The expertise to critically evaluate problems and alternative solutions in a variety of contexts; to appraise, evaluate and prioritise between alternative courses of action; and to exercise judgement in assessing complex organisational and strategic problems
- The confidence to initiate and lead change in organisations. This includes the ability to justify solutions to management and organisational problems, to be accountable for such solutions, and to communicate clearly with professional and lay audiences

Programme Structure and Content

The programme begins with an intensive two-day ‘Team Building Event’. The first year of the DCU MBA develops an understanding of the foundation disciplines and their potential contribution to business leadership and organisational effectiveness. Towards the end of the first year students begin an extensive exercise in personal leadership development that continues over the second year of the programme. This module is facilitated and delivered with faculty colleagues in our partner institution, Northeastern University, Boston.

The second year adopts a thematic, integrated approach, which focuses on the key strategic drivers of sustainable growth: operational excellence, entrepreneurship and innovation, customer relationship management, and strategic information systems. At this stage students have the option of an International Week to Boston, which includes a class in leadership that is delivered by an adjunct faculty member of The Kennedy School of Government at Harvard. It also involves visits to US-based companies with each visit being linked to one of our MBA modules.

The final semester completes the programme, with the capstone theme of the DCU MBA: Strategy, Leadership, and Renewal. This theme focuses on the unique roles, tasks and responsibilities of corporate leadership and governance in the overall strategic development, performance and renewal of the enterprise.

The DCU MBA is inculcated by a spirit of inquiry, group learning, and active engagement by all MBA participants. We seek to maximise peer-to-peer learning. To achieve this learning, we limit classes to 25 students.

We recognise that the DCU MBA alumni community of business leaders is a valuable network for our MBA students and we facilitate interaction between current and past students.
DCU Business School has linked up with DCU Sports Centre and DCU School of Health and Human Performance to assist our students in achieving their desired work/life balance. Faculty from the School of Health and Human Performance, together with experts from the DCU Sports Centre, will deliver a seminar once during each semester on work/life balance, managing stress, nutrition and other relevant topics. Each student can also, if desired, avail of the DCU Sports Centre facilities for the duration of their MBA.

**Flexible Programme Delivery**

**The MBA (Executive)**

The programme is delivered in two formats. Students may attend the programme on a weekly basis (one day per week) when classes are typically delivered from 2.00pm to 9.15pm. Alternatively, students may attend the programme on a block release basis when classes are delivered over three (8 hour) days per month (typically Thursday, Friday and Saturday). Each semester runs for 12 weeks. Semester One each year is from September to December with exams in mid-January, while Semester Two is from February to April with exams in mid-May.

**The MBA (Corporate)**

DCUBS Centre for Executive Programmes also offers a Corporate MBA, which is tailored to meet the requirements of the sponsoring organisation and programme participants. Customised modules mean that the programme delivers tangible value for corporate clients.

**Career Prospects**

The DCU MBA is about much more than just acquiring some useful extra tools for the management toolkit; it is a transformative experience at the personal level. Graduates of our programme talk about how much they have grown in confidence, how their own self-awareness as leaders has deepened and how their perspective on business management has been raised to a more strategic level. Our graduates tell us that these ‘personal growth’ effects of the MBA become very apparent back in their workplaces, in terms of the issues they are invited to contribute to, the roles they are asked to take on, and in how they are perceived as future leaders.

**Programme Director**

Professor Colm O’Gorman, B.Com., M.B.S., Ph.D.

**Contact Details**

All further enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0) 700 895 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dcubs

To apply for the Executive MBA programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
M.Sc. in Investment, Treasury and Banking (PAC Code: DC958)
2 Years Part-Time Programme

Programme Overview
This is a part-time programme aimed at people working in financial services who wish to deepen their knowledge of financial markets and products. It explores the roles of the various participants in the financial markets, the competitive structure of the markets, and the regulatory environment. It also examines how to price and hedge financial products and measure the risk of such products, both in isolation and in portfolios.

Students who complete the programme will understand how value is created in financial markets and will be equipped to apply this understanding in their work.

Entry Requirements
The following are eligible to apply for the programme:

Those who hold an honours degree in Business
or
Those who hold an honours degree in a discipline other than Business and are employed in the financial services industry
or
Those who hold other qualifications (including professional qualifications) and have worked in the financial services industry for at least three years.

On the basis of previous experience, it is expected that there will be many more applicants for the programme than places available. Eligible applicants will be ranked on academic attainment and relevant work experience.

Aims and Objectives
The objectives of the programme are:

- To develop students’ understanding of the concepts and theories which underpin financial markets and products
- To enable students to price, hedge and manage the risk embedded in financial products
- To equip students to create value in investment, treasury and banking environments.

Programme Structure
The programme is delivered on a part-time basis, involving four semesters of teaching over two academic years. Each semester lasts twelve weeks. Upon completion of the taught element of the programme, participants will complete a dissertation which integrates what they have learned over the two years and applies it to an issue which interests them.

Participants attend the programme on one evening per week and on Saturday morning. The evening lectures are given in the IFSC, adjacent to most students’ places of employment. The 5.30pm start also ensures that minimal disruption is caused to employers.

Programme Content
Indicative modules offered on the programme are as follows:

- Corporate Finance
- Applied Econometrics
- Regulatory Environment and Corporate Governance
- Treasury Management
- Fixed Income Securities
- Portfolio Theory
- Accounting for Financial Services
- Securities and Investments
- Theory of Finance
- Equity Case Study
- Fund Management
- Banking
- Dissertation

Career Prospects
Since it began in 1990, the programme has established a strong reputation as the leading graduate finance programme in Ireland. Many of its graduates are working in senior positions in the International Financial Services Centre (IFSC), in non IFSC-based financial services, in the United Kingdom, the USA and Japan.

The reputation of the programme attracts highly motivated students who, on graduation, are much sought after by the industry in Ireland and abroad. What’s more, this degree will add long-term value to your career since top academic qualifications increasingly are factored into organisations’ recruitment of senior staff.
Postgraduate Business Programmes 2010-2011
Dublin City University Business School

"My job entails day to day management of our bond portfolios and foreign exchange exposures/requirements. The M.Sc. gave me an appreciation and understanding of financial markets and asset management, from the various underlying economic fundamentals and their interactions, to strategy and asset allocation. It provided me with the necessary knowledge to access, make and implement individual investment decisions."

Gareth Henson, M.Sc. in Investment and Treasury, Senior Investment Analyst, Fixed Income & Treasury, Friends First Asset Management

"I spent 2 years with ABM AMRO followed by 3 years with Lombard Global Finance. I have now moved to London to join National Australia Bank’s Global Wholesale Financial Services to work in a structured finance team. The M.Sc. provided me with many of the skills and the academic recognition to complete such a move."

Muiris O’Dwyer, M.Sc. in Investment and Treasury, Manager, National Australia Bank, London

Our graduate employers include the following:

AIB Group
Aviva
Irish Life and Permanent Group
KBC
Barclays Group
Deutsche Bank
Global Asset Management
Bank of Ireland Group
Ulster Bank
Wells Fargo Bank
International
Citibank
Lloyds Banking Group
Commerzbank AG
J.P. Morgan
FTI Finance
Merrion Capital Group
Goodbody Stockbrokers
Irish Stock Exchange
IBM
IntesaSanpaolo

Additional Programme Feature

The Fionnán Coleman Prize is awarded by the National Treasury Management Agency (NTMA) to the student obtaining the highest mark in the Fixed Income Securities module.

Academic Director of the Programme

Prof. Brian O’Kelly

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc958

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

"My job entails day to day management of our bond portfolios and foreign exchange exposures/requirements. The M.Sc. gave me an appreciation and understanding of financial markets and asset management, from the various underlying economic fundamentals and their interactions, to strategy and asset allocation. It provided me with the necessary knowledge to access, make and implement individual investment decisions."

Gareth Henson, M.Sc. in Investment and Treasury, Senior Investment Analyst, Fixed Income & Treasury, Friends First Asset Management

"I spent 2 years with ABM AMRO followed by 3 years with Lombard Global Finance. I have now moved to London to join National Australia Bank’s Global Wholesale Financial Services to work in a structured finance team. The M.Sc. provided me with many of the skills and the academic recognition to complete such a move."

Muiris O’Dwyer, M.Sc. in Investment and Treasury, Manager, National Australia Bank, London
M.B.S. in Human Resource Strategies (PAC Code: DC503)
18 Months Part-Time Programme

Programme Overview
Established in 1997, the M.B.S. in Human Resource Strategies has developed a reputation as the leading programme in Ireland for managers and professionals who are interested in pursuing a strategic approach to managing human resource issues and in creating a high performance culture. The programme attracts a wide variety of participants including human resource professionals, training and development professionals, and employee relations specialists, in addition to line managers and those involved in managing their own companies.

Organisations that have sponsored individuals to attend the programme include ESB, AIB, VHI and Intel, as well as a variety of public sector organisations such as the HSE, the Defence Forces, An Garda Síochána, and the Civil Service.

The M.B.S. in Human Resource Strategies programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD) for graduate membership of the Institute. It has been described by the CIPD as ‘one of the best of its kind in Europe’.

Entry Requirements
The minimum entry requirements are:
- An honours degree or professional qualification
- At least three years’ managerial/professional work experience in the broad area of human resource management (including areas such as training and development, employee relations, etc.) or extensive experience in managing human resource issues.

Applicants must be in a position to undertake and implement project-based assignments within their work organisations. Selection of applicants may include an interview.

Aims and Objectives
The M.B.S. in Human Resource Strategies has been established to respond to the dramatic changes that have taken place in the nature of personnel/human resource management. Organisations have recognised the importance of the roles carried out by human resource professionals and have added new responsibilities to the human resource portfolio. The HR manager is now expected to lead, facilitate and implement new initiatives and to actively manage the process of organisational change. The crucial importance of managing the linkages between business and human resource strategies and their relationship to high performance has been added to an expanding portfolio of tasks.

To carry out these new roles effectively, the M.B.S. in Human Resource Strategies facilitates the human resource professional to acquire:
- An in-depth understanding of the strategic issues facing organisations and of the HR role in strategy formulation and implementation
- The skills and abilities required to diagnose, facilitate and implement major change initiatives within their organisations
- Knowledge of contemporary developments in both domestic and international human resource management
- An increased self-awareness and capacity for problem solving and creativity
- A grasp of the changing nature of organisations and of the links between HR system design and high performance

Programme Structure
The programme is delivered on a part-time basis involving four semesters of attendance at the University (one afternoon each week, 2.00pm-8.00pm). There are mandatory residential teambuilding events at the beginning of both Year 1 and Year 2.

One of the major issues for companies is the management of the learning process, whether at the level of the individual or the organisation – “the learning company”. To contribute effectively to the development of the learning company, human resource managers need to experience learning in action. The programme is, therefore, based on the interlinked approaches of action learning and action research. The integration of these approaches enables managers to undertake a major project of benefit both to themselves, in terms of learning outcomes, and to their organisations as a usable end product. Major work on the action research project is undertaken in the summer between the first and second years of the programme. There are no formal examinations and the programme is based entirely on continuous assessment including case presentations, work-based assignments, and group and individual projects.
Programme Content

Year 1 provides participants with new insights into understanding and resolving problems in their organisations. In Year 2 the focus is on taking a strategic view of issues and on managing change.

- Teambuilding (Years 1 and 2)
- Developing the Knowledge-Centric Organisation
- Organisational Behaviour and Change
- Strategic International HRM
- HR and the Legal Environment
- HR and the Wider Economic Environment
- The HR-Marketing Interface
- Financial Analysis and Decision-Making
- Research Methods I & II
- Coaching
- Strategic Management I & II
- Managing Change
- Managing for High Performance
- Human Resource Strategy in Practice
- Research Project/Dissertation

Graduate Membership of the Chartered Institute of Personnel and Development

This programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD) and successful completion leads to graduate membership of Institute.

Career Prospects

Graduates of the programme have advanced their careers, either through promotion within their own organisations or externally, while also experiencing extensive personal development.

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0) 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc503

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

“This is an excellent programme. Its key strength lies in helping participants transfer the academic insights gained on the programme into practice. In terms of personal development and its impact on personal effectiveness, I believe this programme is second to none.”

Barry McKimm, HR Director, Coyle Hamilton Willis

“Having worked for 6 years in HR at the time of commencing the programme, it was great to see the full range of HR issues and challenges pulled together in a consistent way and set in the context of business strategy. Much of what had been observed in practice was borne out in theory. At the end, I felt as knowledgeable in HR as anyone I would encounter – a great source of enhanced self-confidence.”

Michael Loughnane, Manager, Leadership & People Development, ESB
Programme Overview

The M.Sc. in Work and Organisational Psychology at DCU Business School is the longest running specialised programme delivering organisational psychology education in Ireland. Graduates of the programme have gone on to further the field of organisational psychology in the workplace, and thereby facilitate a broad range of organisations to reach optimal effectiveness. The programme provides qualified psychologists with academic training and development which contributes significantly to the process of seeking registered organisational psychologist status, if desired.

The parallel M.Sc. in Work and Organisational Behaviour programme is designed for graduates who do not have the required psychology qualification for entry to the M.Sc. in Work and Organisational Psychology. Students on this stream are taught alongside and receive almost all of the same modules as the Organisational Psychology students.

Participants on both streams are equipped with the knowledge, experience and professional expertise necessary to make a distinctive and valuable contribution to organisational planning, development and change.

Entry Requirements

Candidates for the M.Sc. in Work and Organisational Psychology should have an honours degree in psychology (at Upper Second Class Honours level, or above).

Candidates for the M.Sc. in Work and Organisational Behaviour should have an honours degree in a business-, social sciences- or organisation-related discipline (at Upper Second Class Honours level, or above).

Graduates are likely to be involved in the following work fields:
- Change management in larger organisations;
- Management of training and development;
- Policy studies in research centres;
- Organisational advice and management consulting;
- Personnel selection and development;
- Academic research and training.

The class usually comprises professionals from a variety of sectoral backgrounds as well as recent graduates, which adds to the dynamic of the group.

Aims and Objectives

The M.Sc. in Organisational Psychology/Behaviour (MWOP/MWOB) programme aims to produce professionally qualified organisational psychologists and organisational behaviour specialists who shall:
- Develop the ability to objectively analyse specific and related aspects of the structure of an organisation and associated dynamics
- Have a complete understanding of both the measurement and influence of individual differences such as personality, motivation, leadership style and attitudes on organisational performance and efficiency
- Be capable of analysing organisational staffing needs and prescribing job analysis, recruitment and selection techniques for that organisation
- Be cognisant of the available methods of employee testing, appraisal and development, to support organisational functioning and development
- Develop the skills and insights central to evidence-based organisational research and analysis
- Develop distinctive psychological skills for the diagnosis of specific aspects of organisational behaviour and functioning such as training and development, decision-making, restructuring, problem-solving and job design
- Develop the ability to aid organisations embrace positive psychology, teamworking, multi-cultural workplace integration and innovative management techniques.

Programme Structure and Content

The programme's part-time delivery mode is designed to suit the time commitments of working professionals. Students attend the programme on a weekly basis (one day per week, usually Thursday) when classes are delivered from 2pm to 8pm. Each semester runs for 12 weeks. Semester One each year is from September to December, while Semester Two is from February to April.

Assessment of the programme is by semester papers, group work, performance assessment, and by research project with formal examinations being the exception rather than the rule.

Among the main areas covered in the programme are:
- The psychology of work and organisational life
- Employee selection, motivation and development
- Contrasting approaches to performance and well-being
- Leadership
- Managing organisational change and development
- Organisational diagnosis and consulting
- Applied organisational research methods.

Indicative Modules

- Organisations and Work
- Work and Well Being
- Motivation and Satisfaction
"This programme presented a great opportunity to formalise my experience in organisational change and development. I was attracted by the strength of its academic foundations coupled with its relevance to industry practice. The quality of the lectures was superb and the wide mix of experience and backgrounds of the students enabled a significant amount of class discussion which greatly added to the course. DCU offers a fantastic learning environment for part-time students at all stages of their career. Overall it was a very rewarding experience which I would strongly recommend to anyone interested in any aspect of people at work."

Colette Real, Organisational Change Manager, Bank of Ireland
M.B.S. in Strategic Procurement (PAC Code: DC955)
2 Years Part-Time Programme

Programme Overview
DCU Business School (DCUBS) offers an innovative new Masters programme in Strategic Procurement. The first of its kind in Ireland and one of only two such programmes in Europe, the aim of this programme is to build the capacity for strategic thinking in procurement and to meet the changing skills requirements for professionals either engaged in or working closely with the procurement function. The programme is suitable for both public and private sector employees. It has been endorsed by the National Public Procurement Policy Unit (NPPPU) in the Department of Finance as being a suitable programme to improve the strategic procurement skills of individuals in the public sector. Graduates are eligible for full membership of the Irish Institute of Purchasing and Materials Management.

The programme is ideally suited for international students, due to its delivery by block release format and the proximity of DCUBS to an international airport.

Entry Requirements
The potential participants will be professionals seeking further development in the area of procurement or graduates of other disciplines who are seeking to move into the area.

The following will be eligible to apply for the programme:
- Those who hold an honours degree (in any discipline)
- Those who hold other qualifications (including professional qualifications)

Applicants will be expected to have at least three years’ experience in the broad area of procurement or supply chain/operations management (including areas such as buyer, contract management, and supply chain management) or extensive experience of procurement issues. Applicants must also be in a position to undertake and implement project-based assignments within their work. Selection of applicants may include an interview.

Aims and Objectives
Procurement has been identified as one of the key areas in the Irish public sector for development and training.

As business organisations are going through rapid external environmental and internal organisational changes due to increasing globalisation, e-business and outsourcing, increasing attention is being paid to the issue of how purchasing fits within business organisations and how it adds strategic value and contributes to corporate success. The aims of this programme are to meet these changing skills demands for professionals either engaged in procurement or working closely with the procurement function.

There is a distinct need for senior managers to understand the role of supply chain management philosophy in the overall business improvement process. This programme aims to take one area of the supply chain – procurement – and focus on the role of procurement in the supply chain and, more importantly, on its strategic impact.

The specific objectives of the programme are:
- To introduce students to leading-edge thinking in the area of procurement with a view to adapting it to make it appropriate to the business and organisational contexts in which they operate
- To develop students who are more strategy oriented and less operationally oriented
- To develop a knowledge base through both the taught and research elements of the programme, such that students can continue professional development post-qualification.

Programme Structure
The programme is offered on a part-time basis over two years, commencing in autumn, and is delivered by block release on three days per month, i.e. Thursday, Friday and Saturday. Maximum class size will be 25, comprising students from both the public and private sectors.
As a requirement of the Masters programme, a research thesis must be delivered by the end of the second year. This thesis will be based on research conducted over the course of the two years.

Assessment of each of the programme’s six integrated units will be by competency test, continuous assessment (including project work), terminal examination, or a combination of these elements. The nature of assessment and the percentage of marks allocated to the various elements of the assessment will depend on the unit.

Programme Content
Indicative content for the programme is as follows:
- Economic and Risk Analysis I & II
- Change Management
- Supply Networks I & II
- Business Analysis
- Strategic Management/Leadership Skills
- Strategic Procurement
- Project Management
- Research Methodology
- Thesis

Programme Director

Contact Details
Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie
Or to Paul Davis on Tel: +353 (0)1 700 5627 or email: paul.davis@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc955

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
M.Sc. in Emergency Management  (PAC Code: DC956)
2 Years Part-Time Programme

Programme Overview

The M.Sc. in Emergency Management is the first programme of its kind in Ireland. The programme has been endorsed by the National Steering Group for Major Emergency Management, The Emergency Planning Society (Republic of Ireland Branch) and Pharmaceutical Ireland as being a suitable programme to improve the emergency management skills of individuals in both the public and private sectors.

Crises and disasters, both local and international, have made headline news over the past number of years. The impact of natural disasters, such as the Tsunami on the Far East and Hurricane Katrina on New Orleans, is still being felt in those regions. The impact of human initiated disasters, such as the Twin Towers collapse and the Madrid and London bombings, has had an enormous impact on security systems and world travel. Biologically based disasters such as SARS and bird flu similarly have had worldwide impact. In Ireland the many horrific traffic disasters that occur annually, natural disasters such as storms and floods, and recent epidemics such as the foot and mouth outbreak have had huge impact on people’s lives. As a consequence of these disasters, the areas of preparedness for emergency, response to emergency, business continuity and post-disaster recovery have become significantly important in a global context and also locally in Ireland.

In recent years emergency planning and emergency management have moved significantly up the Irish Government’s priority list. In 2006 a Framework for Major Emergency Management document was produced by an inter-agency review group supported by the Department of the Environment, Heritage and Local Government.

Entry Requirements

Applicants should hold an honours primary degree or an equivalent professional qualification. A small number of students who do not meet the normal entry criteria may be considered for admission to the programme on the basis of their work experience and other relevant educational achievements.

Applicants will be expected to have at least three years’ experience in the broad area of emergency management/disaster planning. Selection of applicants may include an interview.

Aims and Objectives

The overall aim of the programme is to provide a standard of excellence in practice in the area of emergency management so as to qualify participants in the field as practitioners.

Students will:

- gain knowledge and a comprehensive understanding of the major theories of emergency management including planning, problem structuring, human aspects and communications, and be able to test the relevance of these theories and concepts as they apply in practice
- demonstrate capacity to present oral and written reports and communicate appropriately in a professional setting
- develop the capacity to utilise networking skills across agencies as a means of extending the knowledge base and facilitating best practice so as to become an agent of change and reconciliation within professional settings
- understand the impact of information and communications technologies on the conceptual and practical issues involved in emergency management and demonstrate a capacity to use these technologies
- enhance personal, professional and problem-solving skills in optimising the achievement of objectives with available resources in their work settings
- take a rigorous approach to research design and implementation so that findings can illuminate practice and provide the foundation for models of excellent practice in the field
Programme Structure and Content

The delivery mode is part-time by block release all day on Thursday, Friday and Saturday once a month. Assessment of each module will be by competency test, continuous assessment (including project work), terminal examination, or a combination of these elements. The nature of assessment and the percentage of marks allocated to the various elements of the assessment will depend on the module.

Indicative content for the programme is as follows:
- Emergency Management: Fundamentals
- Emergency Management: Framework and Regulations
- Hazard Analysis and Risk Assessment
- Planning and Preparedness
- Business Continuity
- Crisis Communications
- Hazardous Materials
- Emergency Management: Best Practice and Current Issues
- Co-Ordinating the Inter-Organisational Response
- Human Aspects of Emergencies
- Problem Structuring and Decision-Making
- Research Methods
- Dissertation

While the programme is designed as a complete Masters package covering 90 credits of learning, there is an exit route at Graduate Diploma level. A participant who has completed 60 credits of modules may be awarded a Graduate Diploma and a participant who has completed all 90 credits will be awarded the Masters.

Programme Director
Caroline McMullan, B.A., M.Phil., Ph.D.

Contact Details
Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0) 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc956

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
M.B.S. in Safety and Health at Work (PAC Code: DC953)
2 Years Part-Time Programme

Programme Overview

The M.B.S. in Safety and Health at Work is a four semester (24 months) part-time taught programme. The programme was established by Dublin City University Business School and is delivered through DCUBS Centre for Executive Programmes. It is the only such programme in Ireland which, although providing all the usual technical and scientific modules, is centred in a business school.

This programme is designed to provide a recognised qualification for those who implement occupational safety and health policies within their organisations, as required by the Safety, Health and Welfare at Work Act 2005, and those who wish to become recognised occupational safety and health practitioners.

The Masters qualification is recognised by the Institution of Occupational Safety and Health (IOSH) as meeting the academic requirements for achieving graduate membership of the Institution (three years' relevant professional experience is also required).

Aims and Objectives

The principal aim of this programme is to develop in students, a multi-disciplinary perspective on the range of issues arising in occupational safety and health, including occupational health risks, risks associated with work equipment, fire and emergency strategies, the control of chemical, physical and biological agents, the economics of safety and health at work, and the relevant legal framework.

The programme is aimed at both honours graduates and those with equivalent combinations of qualifications and experience in safety and health at work. For graduates without any particular practical experience, the Masters will provide the required academic qualification which, together with further practical experience in the field, may form the basis for future recognition of competence by a recognised professional organisation. For students with considerable work experience in occupational safety and health, the programme will provide the necessary professional and academic qualification to indicate competence as an occupational safety and health practitioner. Both sets of candidates will be catered for through a combination of breadth of coverage and practical approach to the subject matter of the modules in the programme.

Specific aims of the programme are:

- To develop in students, a detailed understanding of the key concepts underpinning safety and health at work
- To provide in-depth knowledge of the manner in which employers may achieve and maintain high standards of occupational safety and health
- To ensure that students understand the need to integrate the management of safety and health into all levels of responsibility in an undertaking
- To ensure that students appreciate the need to approach occupational safety and health risks through the use of preventative means

Programme Structure

The programme is delivered on a modular basis. In each of the first three semesters students are required to take four modules. One of the modules, the Graduate Diploma Project, will require students to submit a written project on a relevant topic in the third semester. The project will involve the application of concepts dealt with in the programme. Each semester comprises 12 weeks, during which students will attend DCU for lectures on one full day per week (typically Monday). Each semester is followed by a study period and then examinations.
Programme Content

- Law of Safety and Health at Work
- Occupational Health
- Management of Safety and Health
- Work Equipment
- Work Organisation
- The Workplace, Fire and Emergency Management
- Emerging Issues in Safety and Health at Work
- Research Methods 2
- Research Methodology
- Chemical Agents and Toxicology
- Physical and Biological Agents
- Economics of Safety and Health at Work
- Masters Dissertation

During the fourth semester students will complete supervised research, leading to completion and submission of a Masters dissertation.

While the programme is designed as a complete Masters package covering 90 credits of learning, there is an exit route at Graduate Diploma level. A participant who has completed 60 credits of modules may be awarded a Graduate Diploma and a participant who has completed all 90 credits will be awarded the Masters.

Career Prospects

The programme is designed specifically to equip those who implement occupational safety and health policies in their organisations with the necessary knowledge and skills to fulfil their roles. It is designed also for those who wish to become recognised safety and health practitioners.

Programme Directors

Caroline McMullan, B.A., M.Phil., Ph.D.Raymond Byrne, B.C.L., L.L.M., Barrister-at-Law

Contact Details

Enquiries should be directed to Catherine Gallagher at the DCUBS Centre for Executive Programmes on Tel: +353 (0) 700 8829 or email: catherine.gallagher@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc953

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
Graduate Certificate in Corporate Treasury  (PAC Code: DC954)
1 Year Part-Time Programme

Programme Overview
The Graduate Certificate in Corporate Treasury has been designed in response to a need for an academically-rigorous, professionally-oriented treasury programme. The programme is offered by DCU in conjunction with the Irish Association of Corporate Treasurers (IACT), the representative body for the corporate treasury profession in Ireland.

The overall purpose of the programme is to enable corporate treasurers and associated professionals to develop their expertise in a full range of corporate treasury disciplines. Graduates of this programme will be eligible for membership of the Irish Association of Corporate Treasurers. The programme also provides an opportunity for those working in treasury to gain the specialist knowledge required to function in or serve the needs of the modern corporation. It will also fulfill the continuing education needs of more experienced corporate treasurers, given the increased complexity of the financial markets within which they operate.

Entry Requirements
The following are eligible to apply for the programme:
1. Those who hold a degree in business
2. Those who hold a degree in a discipline with a substantial business content
3. Those who hold a degree in a discipline other than business and have substantial relevant experience
4. Those who hold other qualifications (including professional qualifications) combined with substantial corporate treasury experience

The selection process may include an interview.
Course participants are expected to become Associate Student Members of the IACT. A small membership fee will be payable to the IACT upon application for admission to the programme.

Aims and Objectives
The programme is designed to meet the needs of Irish business for well-educated and professionally qualified corporate treasury managers. Those who complete the programme will be equipped to function effectively in an environment characterised by continuous change and the increasing sophistication of methods of analysis, technology, financial instruments and decision-making tools.

The specific learning objectives of the programme are to provide graduates with:
- A broad-based, up-to-date understanding of the wider issues involved in corporate financial management
- The theoretical and analytical skills and abilities required to anticipate and manage the funding requirements of an organisation
- An appreciation of the nature and importance of financial risk and in-depth knowledge of risk management tools
- An awareness of international financial markets and their impact on the corporate treasury environment
- Knowledge of contemporary developments in both domestic and international corporate treasury management
- The skills and tools required to analyse problems and to make decisions based on available information
- The intellectual framework within which existing treasury experience can be developed

Programme Structure and Content
Lectures and seminars will be held at Dublin City University Business School. The programme will be delivered on a part-time, modular basis with attendance at the University one evening per week and on Saturday mornings during each semester. Semester one runs from October to December, and semester two runs from February to May. Examinations are scheduled after each semester.
Indicative content for the programme is as follows:
- Corporate Financial Management
- International Financial Markets
- Cash and Working Capital Management
- Corporate Treasury Case Study*
- Funding
- Risk Management

* The Corporate Treasury Case Study module is based around a series presented by practitioners in the corporate treasury sector. Assessment of the module will be based on a written project and an oral presentation by students.

Programme Director
Liam Hourihane, B.Sc., M.Sc.

Contact Details
Enquiries should be directed to Catherine Gallagher at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8829 or email: catherine.gallagher@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc954

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.
The Professional Doctoral Programme (PDP), which is the first of its kind in Ireland, combines scholarly academic theory-building with professional practice at the highest level. The programme is designed for professionals in senior management roles seeking to develop their careers and contribute to knowledge of management practice through research. The focus of the programme is on the generation and development of novel applied knowledge through the completion of a doctoral thesis. The programme can offer supervision in a wide range of topics within all the core business disciplines including finance, marketing, entrepreneurship, human resource management, organisational behaviour and strategic management. Successful completion of the programme leads to the award of the DBA (Doctor of Business Administration).

Entry Requirements
The minimum entry requirement for the programme is the possession of a second class Masters degree (or equivalent) in a discipline relevant to the applicant’s proposed research topic. In addition, candidates must hold or have held a position involving managerial responsibility for at least four years. In exceptional circumstances the Programme Board may make appropriate recommendations for applicants who do not fully meet these criteria.

The Professional Doctoral Programme is a research based programme that seeks to change fundamentally the way in which organisations and communities operate. For this reason, it is vital that applicants have the full support of their organisation for the research they propose to undertake.

Aims and Objectives
The PDP affords senior managers the opportunity to undertake research on issues and problems of direct relevance to their own professional interests and organisational requirements. This research is transformational. Participants will be challenged to change managerial practice, including their own, as well as to understand it. The programme prepares participants for advanced professional leadership by enhancing reflective practice skills, by extending the breadth and depth of their specialist knowledge, and by developing their research skills.

Programme Structure and Content
The programme is divided into two phases, taken in parallel: the taught phase and the research phase. In the taught phase, participants undertake course work, which will aid them in the process of refining and developing their research. In the research phase, participants complete their doctoral thesis guided by an academic supervisor.

The Taught Phase
The taught phase is of two years duration, during which participants take five modules. These modules aim to develop advanced specialist academic knowledge, to refine intellectual enquiry, to explore professional practice and to develop a range of practical research skills. The modules are delivered in block format in workshops of 2-3 days duration. Each workshop will run from 8.30am to 4.30pm.

The Research Phase
In this phase, participants engage further on the development of their research into a completed body of work, the thesis. All participants will be assigned an academic supervisor at the beginning of the programme. Supervisors will assess progress and give guidance to help the participant fulfil the requirements for successful completion of the thesis. Participants will present their research to date, every six months, to a Review Board.
Career Prospects

Professional doctorates have proven especially attractive to individuals who view their own personal development and academic ambition as fully integrated with their professional development and who have a commitment to furthering the cause of their profession. As such, the programme will appeal to individuals who view themselves as leaders within their professional community.

The Professional Doctoral Programme emphasises action-oriented leadership and organisational and professional development. Upon successful completion of the programme, participants will have a portfolio of personal transferable competencies appropriate for organisational leadership. For those whose goal is to move into top executive positions, the doctoral qualification is a significant differentiator. It confers distinct advantage on the holder.

For those who are already at the executive level and wish to orient their careers towards a management consultancy role, the programme offers a unique opportunity to develop further the requisite skills and acumen necessary for success in this field.

Contact Details

Enquiries should be directed to Dr Siobhain McGovern on Tel: +353 (0)1 700 5596 or email: siobhan.mcgovern@dcu.ie

View full programme details, including fees and application procedures, at http://www.dcu.ie/dcubs/prof_doctoral_prog.shtml

“Joining the DCU Doctoral Programme has been one of the best decisions I’ve ever made. Of course, it’s intellectually stimulating and, of course, you get to learn by spending time with plenty of smart people at the top of their game – both on the lecturing side and among your fellow students. But what I’ve enjoyed most about it is that it continues to force me to a better level of reflection about what I do in marketing and how I go about it. It has made me think more deeply about my professional practice and it has given me many fresh insights that I have found quite liberating and I believe enhance my effectiveness for my organisation. I think the other great strength of the programme is that you are supported throughout by a strong faculty who seem just as committed to your success as you are.”

Peter Robbins, Director of Innovation Excellence, GSK Future Group (Global Brands)
DCU Location and Transport Links

DCU is located in the northern suburbs of Dublin on an 85-acre campus. It is just a short distance from Dublin city centre, Dublin Airport, and the M50 and M1 motorways. The campus is bordered by Ballymun Road and Collins Avenue.

Public Transport

DCU is serviced by the following buses which stop outside the University at the Ballymun Road and Collins Avenue entrances; or near to the University with stops on the Swords Road and Glasnevin Avenue.

Routes servicing DCU include:


Key to Bus Numbers

1. Numbers 4, 4A, 11, 11A, 11B, 13, 13A and 19A – to and from city centre 46X comes from Dun Laoghaire (7.30am) via Donnybrook, Leeson Street, Drumcondra and Ballymun Road
2. Number 17A – from Kilbarrack to Finglas via Glasnevin Avenue
3. Number 3 – to and from city centre
4. Terminus of route 16 – to and from city centre
5. Number 104 – from Clontarf Bus Depot via Vernon Avenue, Donnycarney, Castletimon, Swords Road, Collins Avenue to Finglas
6. Number 33 – to and from Balbriggan via Swords Road Numbers 41/41B/41C – to and from Swords via Swords Road Number 16A – from Lower Rathfarnham to Dublin Airport via Swords Road
7. Drumcondra Train Station

Maynooth Station to Drumcondra Station via Leixlip, Castleknock, Coolmine and Ashtown areas

From Drumcondra train station, you can take the following buses to DCU:

3, 11, 11A, 11B, 16, 16A, 33, 41, 41B, 41C and 46X

A number of the above buses also operate via the city centre with a stop on O’Connell Street:


Bus Éireann

Number 101 – Drogheda, Balbriggan, Dublin via the Swords Road
Number 109A – Navan, Dunshaughlin, Ratoath, Airport, DCU

DART

The terminus of the 17A bus is at Howth Junction Dart Station.

By Car/Coach

DCU is just a short drive from Dublin City Centre and is easily reached from any part of the city or surrounding areas from the M50. For further links about transport links to DCU, visit www.dcu.ie/info/get_to.shtml

Information about buses and trains is correct at time of going to print.
Contact Information
Admissions enquiries to:

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Glasnevin, Dublin 9, Republic of Ireland

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Fax: +353 (0)1 700 5446
Email: dcubs@dcu.ie
Web: www.dcu.ie/dcubs

The information given in this publication is intended as a guide to persons seeking admission to Dublin City University and shall not be deemed to constitute a contract or the terms thereof between the University and an applicant or any third party, or representations concerning same.

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