

# MANAGEMENT

POSTGRADUATE GUIDE

INDEPENDENT HR CONSULTANT GENERAL MANAGER TECHNICAL MANAGER  
INNOVATION MANAGER MANAGEMENT CONSULTANT RISK MANAGER  
MARKETING MANAGER MANAGEMENT INFORMATION ANALYST  
PROJECT MANAGER LEARNING DEVELOPMENT OFFICER  
SUPPLY CHAIN MANAGER QUALITY ASSURANCE MANAGER  
PROCUREMENT MANAGER OPERATIONS MANAGER  
HEALTH, SAFETY AND ENVIRONMENT MANAGER  
COMMERCIAL ANALYST FINANCIAL ADVISOR  
INSURANCE BROKER ENERGY ADVISOR  
BUSINESS DEVELOPMENT MANAGER  
PURCHASING MANAGER AUDITOR  
HUMAN RESOURCES DIRECTOR  
FINANCIAL CONTROLLER  
CHIEF EXECUTIVE OFFICER  
**A CLEAR FUTURE**

**ADVANTAGE ABS**



**ROBERT GORDON  
UNIVERSITY • ABERDEEN**

**WHY CHOOSE RGU? VIBRANT MODERN CAMPUS ACADEMICALLY RIGOROUS  
STRONG INTERNATIONAL REPUTATION SUPPORTIVE ENVIRONMENT  
BOOSTS YOUR CAREER OPTIONS PLACEMENT OPPORTUNITIES  
REAL WORLD FOCUS FLEXIBLE STUDY OPTIONS  
SPECIALIST WORLD-CLASS RESEARCH  
PROFESSIONAL ACCREDITATION  
GAIN TRANSFERABLE SKILLS  
STRONG LINKS TO INDUSTRY  
IMPROVE EMPLOYABILITY  
CAREER PROGRESSION  
WIDENS YOUR HORIZONS  
COMPETITIVE EDGE  
A CLEAR FUTURE**

## **SCOTTISH UNIVERSITY OF THE YEAR\***

**A FLOURISHING REPUTATION  
FOR INNOVATIVE RESEARCH,  
STUDENT-CENTRIC APPROACH,  
STRONG INDUSTRY LINKS AND  
AN EXCEPTIONAL GRADUATE  
EMPLOYMENT RECORD SETS  
IT APART FROM ITS PEERS.  
ITS GRADUATES GAIN THE  
ADVANTAGE IN THEIR CAREER.**

**\*SUNDAY TIMES UNIVERSITY GUIDE 2011**

# FULL COURSE LISTING

## ABERDEEN BUSINESS SCHOOL

### ACCOUNTING AND FINANCE

Accounting and Finance  
Financial Management  
Oil and Gas Accounting

### COMMUNICATION, MARKETING AND MEDIA

Corporate Communication and Public Affairs  
Fashion Management  
International Marketing Management  
Journalism

### INFORMATION MANAGEMENT

Graduate Certificate Information Studies  
Information and Library Studies  
Information Management  
MBA Information Management

### LAW

Construction Law and Arbitration  
Diploma in Legal Practice  
Employment Law and Practice  
International Commercial Law  
International Trade  
Oil and Gas Law

### MANAGEMENT

Graduate Certificate Management Studies  
Graduate Certificate Project Management  
Energy Management  
Fashion Management  
Financial Management  
Health, Safety and Risk Management  
Human Resource Management  
International Business  
International Marketing Management  
International Tourism and Hospitality Management  
International Trade Management  
Master of Business Administration  
Master of Public Administration  
MBA Information Management  
MBA Oil and Gas Management  
Project Management  
Purchasing and Supply Chain Management  
Quality Management

## FACULTY OF DESIGN & TECHNOLOGY

### ARCHITECTURE AND BUILT ENVIRONMENT

Graduate Diploma in Surveying  
Advanced Architectural Studies  
Architectural Studies  
Construction Project Management  
Design Management  
MArch part2  
Property Development

### COMPUTING

Information Engineering  
Information Engineering with Network Management  
IT Management  
Software Technology  
Software Technology with Network Management

### ENGINEERING

Asset Integrity Management  
Communications and Computer Network Engineering  
Drilling and Well Engineering  
Offshore Renewables  
Oil and Gas Engineering  
Petroleum Production Engineering  
Subsea Engineering

### GRAY'S SCHOOL OF ART

Fine Art  
Design

## FACULTY OF HEALTH & SOCIAL CARE

### APPLIED SOCIAL STUDIES

Corporate Social Responsibility and Energy  
Social Work

### HEALTH SCIENCES

Graduate Certificate Magnetic Resonance Imaging  
Graduate Certificate Computed Tomography  
Clinical Biomechanics  
Health Improvement and Health Promotion  
Physiotherapy (pre-registration)  
Diagnostic Radiography (pre-registration)  
Radiographic Studies (DipHE)  
Sports Biomechanics

### NURSING AND MIDWIFERY

Advanced Clinical Practice  
Clinical Practice  
Community Health  
Nursing  
Occupational Health Practice

### PHARMACY AND LIFE SCIENCES

Clinical Pharmacy Practice  
Instrumental Analytical Sciences DNA Analysis, Proteomics and Metabolomics  
Instrumental Analytical Sciences Drug Analysis and Toxicology  
Instrumental Analytical Sciences Environmental Analysis  
Advanced Pharmacy Practice

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**AROUND 1,100 CANDIDATES FROM OVER 90 COUNTRIES JOIN OUR POSTGRADUATE PROGRAMMES EACH YEAR. OUR COURSES ADD REAL VALUE IN THE LABOUR MARKET AND ALLOW YOU TO DIFFERENTIATE YOURSELF. OUR GRADUATES FIND OUR PROGRAMMES CHALLENGING, INVIGORATING AND ENJOYABLE.**

# WELCOME

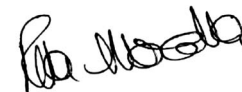
## FROM THE DEAN OF ABERDEEN BUSINESS SCHOOL

The decision to undertake further study is a major one. Choosing the right programme that fits with your educational and career development aims is very important. This decision will have potential to influence your future professional career and your ability to perform in that career. Aberdeen Business School has an excellent reputation in the higher education sector – Robert Gordon University continues to be rated **top modern university in Scotland** and the UK.

At Aberdeen Business School we have one of the strongest portfolios of quality courses. Our courses are accredited by the Association of MBAs (AMBA), Chartered Institute of Professional Development (CIPD) and The Institute of Export.

Reflecting our vocational strength we are accredited by and have links to The Chartered Institute of Public Relations (CIPR), the Chartered Institute of Library and Information Professionals (CILIP), and also the Chartered Institute of Arbitrators (CI Arb), and The Chartered Institute of Purchasing & Supply (CIPS).

It is for this reason that around 1,100 candidates from over 90 countries join our postgraduate programmes each year. Our courses add real value in the labour market and allow you to differentiate yourself. Our graduates find our programmes challenging, but also invigorating and enjoyable. Whether you are a recent graduate wishing to develop a career path or whether you are an experienced candidate returning to study, there is a course for you.



**Professor Rita Marcella**  
Dean, Aberdeen Business School



# WHY STUDY A POSTGRADUATE COURSE?

There has never been a better time to embark on a postgraduate course. Whether you have recently graduated, or are looking to gain professional accreditation, retrain or develop your CPD, developing your knowledge and expertise within a specific field will increase your employability within the current competitive jobs market.

## WHY STUDY AT ROBERT GORDON UNIVERSITY?

### A clear future

We take the needs of students and industry and provide a clear and reputable link between study and career development.

### Engaging with employers

We work closely with employers at every stage to ensure our courses prepare you for the professional world; from course development and accreditation to guest speakers and placements.

### A commitment to students

Our student-centric approach and reputation means that students invest in us time and again to assist them on their way to their chosen career.

### Track record

**Awarded Scottish University of the Year**  
in *The Sunday Times University Guide 2011*

**Rated best modern university in the UK**  
in *The Guardian University Guide 2011*

**Rated top modern university in the UK**  
in *The Times Good University Guide 2011*

### An inspirational environment

In the past decade, the University has invested more than £100 million to improve its facilities, and intends to make the Garthdee site 'the best riverside campus in Europe'. *The Guardian* (12 May 2009)

### Research

Our research success is just as impressive, with the Scottish Funding Council announcing that the University's research grant funding has been increased by 99% to £2.7m for 2009/2010 – the highest of any Scottish university.

## WHAT TO CONSIDER

There are many reasons why you may be attracted to postgraduate study and there are a number of things you should consider whilst investigating your options. These reasons will vary from person to person, however it is important to have a clear goal in mind before committing yourself to any course.

### POSTGRADUATE OPEN EVENINGS

These events give you the opportunity to speak directly with Course Leaders, see the campus and our facilities and ask any questions you may have regarding finance or your application.

For more information on forthcoming Open Evenings visit [www.rgu.ac.uk/openevening](http://www.rgu.ac.uk/openevening)

### Economic effects

Pressure on the jobs market means graduates now face the difficult process of job hunting within a very competitive environment. This has created the perfect opportunity to undertake further training and experience through a postgraduate degree, developing your knowledge and abilities within a given industry.

### Building your brand

Developing your skills set and knowledge demonstrates a high level of dedication to prospective employers. Recruiters are also keen to see transferable skills gained through study and placements as these allow you to integrate well and hit the ground running.

### Continuing Professional Development

Lifelong learning is now considered to be an integral part of your own personal development, allowing you to keep abreast of innovations within your own profession and giving you the flexibility to change career paths when required.

### Retooling for a new career

Planning a change of direction into a new career can be an exciting but challenging process. Some career changes will be relatively easy to achieve and others may require acquiring new skills and knowledge.

### Placements

Employers value work experience. It shows that you have industry experience to complement your degree and demonstrates an added commitment to the sector. They also give you the opportunity to sample prospective roles whilst building up business contacts to use in your future career.

**PRESSURE ON THE JOBS MARKET MEANS GRADUATES NOW FACE THE DIFFICULT PROCESS OF JOB HUNTING WITHIN A VERY COMPETITIVE ENVIRONMENT. THIS HAS CREATED THE PERFECT OPPORTUNITY TO UNDERTAKE FURTHER TRAINING AND EXPERIENCE THROUGH A POSTGRADUATE DEGREE.**



# ABERDEEN BUSINESS SCHOOL

## REPUTATION

Aberdeen Business School (ABS) is one of the leading providers of management and professional business education in Scotland.

The achievements and continuing success of our graduates in their careers is a true mark of the high quality and recognition given to the postgraduate and undergraduate programmes delivered at the School.

As one of the leading providers of management and professional education in Scotland, Aberdeen Business School has established links with industry, commerce and the public sector.

This enables us to design practical, innovative courses which offer students an exceptional learning experience. Our reputation is built on providing employers with professional individuals who have the best technical and personal skills and fully prepares our graduates for their chosen career.

## STRONG INDUSTRY LINKS

ABS has a long and well established history of providing placements for our students and has fostered strong links with the business community, both locally and nationally. Placements are an important part of the majority of our courses at undergraduate level and a number at postgraduate.

We have a dedicated Placement Office which sources placements for our students, as well as providing assistance with CVs and interview techniques. Placements are an invaluable part of what we do at ABS and allow our students to be 'job-ready' upon graduating.

## ACCREDITATION

### The Association of Business Schools (ABS)

We are a member of the professional body which represents the leading business schools of UK universities.

### The Association of MBAs (AMBA)

Accredited by the AMBA, we are one of only a handful of institutions worldwide to be accredited in respect of every form of the MBA. The Financial Times 2007 lists our e-MBA as one of the Top 32 online and distance learning MBAs available globally.

### European Foundation for Management Development

Through the EFMD, we are allied with a major international network in the field of management development. EFMD offers a variety of networking services for business schools and executive education centres. As a result, we rank joint 13th in Western Europe's 'Excellent Business Schools' – the 3 Palmes category of eduniversal.com



## OUR COURSES

To ensure we provide courses to the highest academic standard and relevant to your chosen professional field, we continue to build on our strong links with the professional business community both nationally and internationally. Therefore, graduates from our accredited and approved courses can be confident that they hold a nationally and internationally recognised award which will open doors and enhance their career opportunities.

Completing an accredited course will allow you to become a member of the issuing professional body. For further details on our accredited courses visit: [www.rgu.ac.uk/absaccreditation](http://www.rgu.ac.uk/absaccreditation)

## CAREER PROSPECTS

Our relentless focus on professional education means our graduates are not just ready to work, but are also equipped to become an enduring and valuable contribution to industry and the professions on a regional, national and global scale. We are extremely proud of our graduate record at ABS and believe it is our inspirational teaching and practical courses that make our graduates such desirable candidates.

## STAFF

We're proud of our teaching staff; proud of their quality and academic achievements as well as the practical experience they have in their area. Our professors, lecturers and tutors combine first-class qualifications with time spent in business or industry. They offer insight from both worlds – the theoretical and practical – to help inspire you. Aberdeen Business School is split into five departments: Accounting and Finance; Management; Communication, Marketing and Media; Law and Information Management.

We have also recently launched a new research institute, IMaGeS (Institute for Management of Governance and Society). This has three themes: Business & Enterprise; Information & Communication; and Governance & Society. Associated with the Institute, we have research centres in Entrepreneurship, Public Policy, International Labour Markets and Transport Policy.

## GLOBAL COMMUNITY

You will join a truly international student population, and have the opportunity to meet, study and socialise with people from many backgrounds and cultures. For our international students, this interaction also helps to improve English language skills and whilst studying in Aberdeen you will also have the chance to find out about Scotland and the culture of this unique

area of the UK. ABS is also an internationally focussed business school, we rank joint 13th in Western Europe's 'Excellent Business Schools' – the 3 Palmes category of [eduniversal.com](http://eduniversal.com).

## FACILITIES

Our students benefit from a range of facilities housed within Aberdeen Business School. Our spacious lecture theatres are equipped with the latest teaching facilities, including Personal Response System (PRS) technology. PRS allows for an interactive teaching experience between students and lecturers. The PRS system allows staff to introduce quizzes and polls into the lecture which we believe gives our students a fuller learning experience and helps them to understand their subjects in greater detail. We are also in the process of introducing One Touch technology which allows lectures to be recorded live, a feature that will be a huge benefit to our distance-learning students.

### Moot Court

Law students benefit from our Moot Court. The purpose-built courtroom is fitted with recording equipment for filming assessments and debates, meaning our students have the chance to put Law theory into practice.

### TV studio and radio station

Our television studio and radio station have been designed to give our communication and media students the opportunity to work with industry-standard equipment. This prior knowledge is invaluable when forging a career in the media.

### Library

The Georgina Scott Sutherland library is home to a huge number of books, journals, e-learning materials, DVDs, research and exam papers, all available for our students to use during their studies. The library also has over 160 networked computers.

## LOCATION

Located on our Garthdee campus, on the banks of the River Dee in the south-side of the city, Aberdeen Business School's setting is both inspiring and contemporary, themes that are reflected in all of our courses delivered at the school. Ten minutes from the city centre, the campus is accessible and inviting. The lush parkland campus on the banks of the river makes it an ideal setting for your studies.

For more information on ABS, visit: [www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

**OUR RELENTLESS FOCUS ON PROFESSIONAL EDUCATION MEANS OUR GRADUATES ARE NOT JUST READY TO WORK, BUT ARE ALSO EQUIPPED TO BECOME AN ENDURING AND VALUABLE CONTRIBUTION TO INDUSTRY AND THE PROFESSIONS ON A REGIONAL, NATIONAL AND GLOBAL SCALE.**



## OUR DEPARTMENT

“As the largest department within Aberdeen Business School, we cover a number of business subjects including entrepreneurship, leadership, operations and supply chain, project management, human resource management, economics and public policy.

Utilising our interaction with the business community and our nationally excellent research, we combine theory and contemporary practice to ensure that our courses meet both traditional business requirements as well as the requirements of emerging industries and the demands of doing business in a global environment.

Our staff have a strong background in consultancy and training for the corporate market which, alongside both our practical experience and our research and scholarship, ensures that our focus is on producing graduates who are well positioned to gain employment either in the vibrant local economy or internationally.”

Professor Alex Russell,  
Head of Department of Management

### OIL AND GAS SPECIALISATION

Based within Europe’s energy hub, we have built enduring relationships with a number of local and global companies. These links have fostered innovative courses allowing those working within or looking to work within these industries the ability to develop specialisms relating to the oil and gas sector.

### INDUSTRY LINKS

Working closely with industry partners allows us to develop appropriate course content and provides you with an insight into the working environment. You will also benefit from networking opportunities with both commercial organisations and professional bodies.

### EXTERNAL SPEAKERS

Practitioners are regularly involved in the delivery of key modules within each course. They participate in a number of ways from holding guest lectures to providing topical issues to be covered throughout the course.

### FACILITIES

The Georgina Scott Sutherland Library is a striking building designed by renowned architect Lord Norman Foster. Home to several University collections, the Library is also frequently used as a venue for exhibitions.

Facilities include:

- Vast range of books and journals plus fast access to databases, ebooks and other online resources
- Quiet study areas
- Meeting rooms for group work
- IT and printing facilities
- Wireless internet access

### ACCREDITATION





## RESEARCH

In the 2008 UK Research Assessment Exercise (RAE) the department achieved recognition for their excellent research with 40% rated as internationally excellent or world leading. The relevance of our research activity for business in fields such as entrepreneurship is demonstrated by our recent national survey for the Federation of Small Businesses on the impact of the economic downturn on small businesses. This went on to be widely reported in the media.

#### The Charles P. Skene Centre for Entrepreneurship

Based within the University, the Centre has a reputation for academic excellence for both teaching and research in entrepreneurship. Our main goal is to inspire our students to explore entrepreneurial opportunities and to equip you with the appropriate knowledge and skills to build the businesses of tomorrow.

Our staff have a wealth of expertise and experience which enables us to teach, research and promote enterprise effectively whilst striving to build on our reputation within these areas. Centre staff also hold memberships to editorial boards of three leading journals and, alongside doctoral students, contribute towards a range of international scholarly journals, books and international conference presentations. The activity within the Centre is a key component of the University's drive to develop a new generation of enterprising students.

#### The Centre for Public Policy and Management (CPPM)

The CPPM is a research unit based within the University and is one of Scotland's leading multi-disciplinary research centres offering consultancy and research in Scottish and European public policy. The Centre focuses on applied policy research within a wide range of fields relating to the public and voluntary sector, non-profit and commercial agencies undertaking similar patterns of work.

We enjoy an active research culture across a number of different specialisms, encouraging academic publications and applied research, which in turn strengthens our academic and research excellence. Our specific areas of interest include:

#### Business Management

- Corporate Social Responsibility
- Business Ethics
- Business Strategy
- Environmental Management and Policy
- Psychological Contracts
- Operations and Logistics Management
- Quality Management

#### Human Resource Management

- Leadership Development
- Knowledge Intensive Organisations
- Social Capital
- Comparative Employee Relations
- Professional Development – portfolio tools
- Women's Career Development – social networks and mentoring
- Change in faith-based organisations
- Employee Assistance Programmes

#### Economics

- Governance issues and the market for corporate control
- Corporate Failure
- Financial Markets
- Labour Market Skills

## STAFF

#### PROFESSOR ALEX RUSSELL

##### Head of Department of Management and Professor of Oil and Gas Accounting

Professor Russell has held top management positions at several universities. Prior to joining Aberdeen Business School in April 2010, he held the post of Head of Dundee Business School at the University of Abertay. He is the newly appointed Chair of the Oil Industry Finance Association, the body which sets Standard Oil Accounting Procedures for the North Sea oil industry. His research includes oil and gas accounting and regulation and has taken him around the world, working with institutions in Kuwait, Nigeria, Australia and China. Professor Russell is currently supervising a range of PhDs.

#### DR FAROOQ AHMAD

##### Course Leader, Financial Management

Farooq joined the University in 2005 after completing his PhD in Finance from the University of Stirling. His main research area is gilt market, fixed income securities and financial markets efficiency analysis. He specialises in undergraduate and postgraduate teaching of Finance Theory, Corporate Financial Management and International Finance. Farooq has previously worked as Lecturer and Assistant Professor of Finance at the Quaid-i-Azam University, Islamabad, and as Post Doctoral Research Fellow at the Research Department of the State Bank of Pakistan.

#### CAROL AIR

##### Course Leader, Purchasing and Supply Chain Management

Prior to joining the University, Carol worked as a Purchasing and Supply Chain Professional, gaining extensive experience in supply chain re-engineering. She was primarily involved in the procurement of electronics and mechanical hardware in high and low volume global manufacturing environments. At RGU she teaches at both undergraduate and postgraduate level in the areas of Strategic Purchasing, Purchasing Principles and Operations Management.

In addition to her first degree in business, MBA and Post Graduate Teaching Qualification, she is a full member of; The Chartered Institute of Purchasing and Supply and The Institute of Operations Management.

Carol's research interests include; management decision making, MoD supply chains and public procurement.

#### MOIRA BAILEY

##### Course Leader, Health Safety and Risk Management

Before joining the University, her roles included Personnel and Training Manager, Further Education lecturer and a freelance trainer and HR consultant. Moira's particular interests are in the improvement of student awareness and competency in relation to Continuing Professional Development (CPD). She delivers 'Securing Your Business', a CPD course developed in conjunction with Grampian Police, and she is also a committee member and CPD Advisor for the North of Scotland and Islands Branch of the CIPD.

Moira is also a licensed user of 'Thinking Styles', a metacognitive psychometric instrument which can be used as a management, team building or developmental tool. Her particular research interests are CPD, Informal Learning and The Psychological Contract. Moira has recently commenced an EdD research project with the University of Stirling, focusing on Informal Learning in relation to Professional Competence.

#### DR AHMED BELOUCIF

##### Course Leader, International Business

Ahmed joined the department as Course Leader for International Business in 2001. He has lectured for more than 20 years at both undergraduate and postgraduate level as well as delivering consultancy and training workshops in the UK, Kazakhstan and Algeria.

Ahmed's research interests include corporate failure and financial scandals with his PhD research based on 'Assessment of Relationship Quality: Auditors-Client Relationships in the UK'. He has published several articles in a number of journals including the Journal of Financial Services Marketing, the International Journal of Knowledge Management, Culture and Change Management, the European Business Review and the Journal of Current Research in Global Business.

**SENGA BRIGGS****Course Leader, Project Management**

Senga is a senior lecturer and is the programme manager for the operations and project management suite of courses. Senga has taught at both undergraduate and postgraduate level including MBA programmes. Her main areas of expertise are in quality management and project management with a special interest in service quality, customer service and online learning.

Her current research project is in the area of student choice. This is an on-going project which has the long-term aim of developing an Indicator of Choice at undergraduate level for use by Scottish universities.

Senga is engaged with the Project Management professional bodies and she is an active member of the local APM branch.

**KIRSTEEN CLOSE****Course Leader,  
Masters in Public Administration (MPA)**

Before joining the University, Kirsteen worked as a lawyer in a private legal practice and also held a number of legal and policy positions within local government. Kirsteen's particular interests are in the development of professional skills and competencies for public service leaders and managers. She is Convener of the Business School's Public Policy Forum and formerly served on the University's Academic Council.

Kirsteen is currently an External Examiner for the University of Stirling's Diploma in Legal Practice (Public Administration). Kirsteen's research interests include the enhancement of the student learning experience in public administration courses and gender equality in the political process.

**ISABEL GRANT****Course Leader, International Marketing  
Management**

Isabel is a Senior Lecturer in the Department of Communication, Marketing and Media and is the Programme Manager with overall responsibility for the postgraduate management suite of courses. Before joining Robert Gordon University, Isabel worked as a lecturer at the University of Staffordshire and at Aberdeen College, and she also worked for Aberdeen Journals and for Aberdeen City Council. She is an active member of various School committees and is also involved in the recruitment of students for postgraduate courses from India.

**ALAN HUNT****Course Leader,  
Graduate Certificate Management Studies**

Alan is Programme Leader for the School's Graduate Certificate courses and is a Senior Lecturer in the Department of Information Management. He teaches in the areas of information systems and academic skills and supervises postgraduate research in information systems and e-business. Alan is involved in the development and delivery of the School's part-time and distance learning courses which employ a variety of learning technologies.

**THORSTEN LAUTERBACH****Course Leader, International Trade**

Thorsten is a Senior Lecturer in the Department of Law, and is the Learning Enhancement Co-ordinator for postgraduate programmes within the Aberdeen Business School. After completing a BA (Hons) in European Business Law from Abertay Dundee, and an LLM by research from Aberdeen University, Thorsten joined the University in 2004. He lectures on various private law subjects, including contract, media and intellectual property law.

In addition, Thorsten assists in improving the postgraduate students' learning experience through his role as Learning Enhancement Coordinator. His research interests are in intellectual property law, with a current focus on the notion of joint authorship in copyright which provides the basis for his current PhD studies at the University of Edinburgh.

**DAVE MACKINTOSH****Course Leader, Management**

Before taking up his current full-time lecturer's post in 2008, Dave lectured part-time and also ran his own HR Consultancy for 8 years. Prior to joining the University, Dave worked for over 20 years heading up the training and development function within government organisations covering everything from apprenticeship schemes to senior management development. He has been closely involved in the development of the North of Scotland & Islands branch of the Chartered Institute of Personnel & Development (CIPD) for many years. As a result of his work with the Institute, David was awarded the prestigious CIPD Badge of Merit in 2005.

**ANDREW MARTIN****Course Leader, International Tourism  
and Hospitality Management**

Prior to joining the University, Andrew worked within the hotel sector in a variety of different roles including management, supervising major capital projects and personnel management. He is currently the Director of the Scottish Centre of Tourism (SCoT) and in this role is often cited by the press. The Centre achieved national recognition for its research work funded by the European Social Fund. Andrew has also assisted the Scottish Parliament in their consultation on the 2008 Tourism Review.

**DR NEIL MCLEAN****Course Leader, Energy Management**

Joined the business school in January 2010 after a 30 year career in the Oil industry. He has worked on a range of assignments in Supply Chain, Governance and Change Management and was mainly based in the UK but had assignments in the Netherlands and Canada. Neil's main academic areas of interest are Supply Chain and Operations Management.

**DR ROSALIND RAE****Course Leader, Quality Management**

Rosalind has significant experience working within a number of large organisations such as PepsiCo UK and Ireland and the Mars Corporation and within a number of different roles including: Quality and Vendor Assurance; Process Improvement; Manufacturing Operations Manager and New Product Development Manager. She has a BSc in Applied Chemistry from the University of Plymouth, an MBA and a PhD both from the University of Nottingham. Rosalind's research activities cover Organisational Flexibility and Performance Management & Measurement.

**ALLAN SCOTT****Director of MBA, Course Leader MBA Oil and Gas**

Allan has been strategically involved with the MBA for several years ensuring the continued success of the MBA programme as a full-time, part-time and online course as well as developing the specialist MBA Oil and Gas Management. Allan runs the MBA Leadership Week and is a senior lecturer in the Management Department specialising in e-business. He has held numerous key roles within the University relating to e-marketing and is currently the Director of e-marketing within Aberdeen Business School and provides consultancy and training in this area both within the University and externally for local businesses.

**ANNE STEVENSON****Course Leader, Human Resource Management**

Anne is a Senior Lecturer and Programme Manager for the HRM suite of programmes within the Department of Management. She has extensive experience within HR roles in manufacturing and the offshore industry. Anne has been involved in quality enhancement within the University and nationally through the Quality Assurance Agency, and internationally on accreditation panels. Her overseas experience includes teaching in Europe, China, India, Hong Kong, Algeria and Kazakhstan.

Anne's research interests include stress in academics and post-war developments in working conditions. Anne is currently Chair of the North of Scotland and Islands Branch of the CIPD.

# YOUR CAREER OPTIONS

Management, across all business functions, deals with getting people together to accomplish desired goals and objectives efficiently and effectively. Management comprises planning, organising, staffing, leading or directing, and controlling an organisation for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

## HUMAN RESOURCE MANAGER

A human resource (HR) manager develops, advises on and implements policies relating to the effective use of personnel within an organisation. HR/personnel work comprises of a number of different but related policies, all of which are required by organisations that employ people, whatever the size or type of business. These cover areas such as working practices, recruitment, pay, conditions of employment and diversity. The HR manager ensures that the organisation employs the right balance of staff in terms of skills and experience, and that training and development opportunities are available to employees to enhance their performance in order to achieve the organisation's objectives.

## FINANCIAL RISK ANALYST

Financial risk analysts identify and analyse the areas of potential risk threatening the assets, earning capacity or success of organisations in the industrial, commercial or public sector. They are also sometimes called risk managers and have the responsibility of predicting change, forecasting cost to the organisation and predicting future trends.

## INSURANCE BROKER

An insurance broker acts as an intermediary between clients and insurance companies. Clients may be either individuals or commercial businesses and organisations. Brokers use their in-depth knowledge of risks and the insurance market to find and arrange suitable insurance policies. Insurance brokers, unlike tied agents, are independent and offer products from more than one insurer to ensure that their clients get the best deal.

Insurance policies range from motor insurance, required by law to drive a vehicle in the UK, to public, employers' or product liability insurance, which pays compensation on the basis of the assessment of legal liability for damage, injury or harm.

## HEALTH, SAFETY AND ENVIRONMENT MANAGER

Health, safety and environment (HSE) managers work to protect employees' health, safety and working environment by making sure risks in the workplace are properly controlled. They ensure employers comply with all aspects of health and safety laws and that workplaces are not the cause of ill health, injury or even death. They do this by inspecting business premises and investigating accidents and through enforcement of the law. HSE managers may specialise in one area such as the general workplace, construction, forestry or hazardous goods, or they may work for a general team.

## MANAGEMENT CONSULTANT

Management consultants are involved in providing objective advice, expertise and specialist skills with the aim of creating value, maximising growth or improving the business performance of their clients. They are primarily concerned with the strategy, structure, management and operations of an organisation. Consultants can assist by identifying options with recommendations, providing additional resources and/or the implementation of solutions. They operate across a wide variety of services such as business strategy, marketing, financial and management controls, human resources, information technology, e-business and operations, and supply-chain management.

## FINANCIAL CONTROLLER

Financial controllers supervise the quality of accounting and financial reporting within an organisation. They play a major part in driving continuous improvements in order to increase profitability. Key responsibilities include: providing full financial service to the business; ensuring clarity of business performance; KPIs; insightful reporting and performance analysis; ownership and preparation of brand and divisional forecasts, annual budgets and strategic business plans; and determining the appropriate financial control framework and applying/enforcing it.

## CHIEF EXECUTIVE OFFICER

The responsibility of the chief executive officer is to align the company, internally and externally, with its strategic vision. The core duty of a CEO is to facilitate business outside of the company while guiding employees and other executive officers towards a central objective. The size and sector of the company will dictate the secondary responsibilities. A CEO must have a balance of internal and external initiatives to build a sustainable company. For corporations, the CEO primarily coordinates external initiatives at a high level. As there are many other c-level executives (e.g. marketing, information, technical, financial, etc.), corporate CEOs seldom have low-level functions.

## MARKETING EXECUTIVE

There are wide and varied career paths within marketing and your role will depend upon the sector you work in and the size of the organisation. It will also depend on the focus of your organisation, whether you are selling a product or trying to raise awareness of an issue. You may be involved in a wide range of marketing-related activities such as advertising, promotion, media relations, events, sales and research.

## WANT TO KNOW MORE?

These are just a small selection of career opportunities available. Find out more by reading our course details from pages 26 through to 78.

## QUALITY MANAGER

Quality assurance (QA) aims to ensure that the product or service an organisation provides is fit for purpose and meets both external and internal requirements, including legal compliance and customer expectations. Quality managers, sometimes called quality assurance managers, coordinate the activities required to meet quality standards. They also monitor and advise on the performance of the quality management system and produce data and report on performance, measuring against set indicators. They liaise with other managers and staff throughout the organisation to ensure that the QA system is functioning properly. Where appropriate, the quality manager advises on changes and their implementation and provides training, tools and techniques to enable others to achieve quality.

## PROJECT MANAGER

A project manager is the person responsible for accomplishing project objectives. Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the triple constraint for projects, which are cost, time, and quality. A project manager is often a client representative and has to determine and implement the exact needs of the client, based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realised.

# YOUR CAREERS CENTRE

We are on hand to help you reach informed decisions regarding your future career, to assist you in achieving your goals and to provide a framework enabling you to cope with subsequent careers decisions.

## CV AND APPLICATION FORMS SUPPORT

We support you in understanding how to sell your skills and experiences to employers both in the UK and beyond, ensuring that the information is tailored to the position and sector you are applying to.

## INTERVIEW PREPARATION

Within the careers centre we support you in understanding what is expected of you, and the types of questions you may be asked and how to respond professionally. We also offer mock interview sessions.

## WHERE ARE THE OPPORTUNITIES

The Graduate Job market can be very daunting, knowing where to look for opportunities and understanding closing dates. We support you by identifying resources (both online and paper, UK and globally) that you can access as well as advertising opportunities through JOBSHOP.

## PART-TIME WORK

We understand the need to work part time in order to help finance your studies, enhance your work experience and document your skills. We arrange a part-time Jobs Fair in the first week of teaching in September and provide you access to our online part-time Jobs Portal.

## CAREERS FAIRS

We organise two large scale Careers Fairs per year, The RGU Careers Fair in October and the North of Scotland Graduate Careers Fair in Spring. These are in addition to more specialised Law, Accountancy and Pharmacy events. These fairs provide you with the opportunity to speak to graduate recruiters and understand more about their opportunities and the recruitment process before applying for vacancies.

## EMPLOYER ON-CAMPUS PRESENTATIONS

Employers are keen to speak to our students directly, to facilitate this we arrange on-campus recruitment and applications skills presentations where employers can raise the profile of their company and provide more information on the opportunities that they have as well as the benefits of working for that company and a chance for you to ask questions.

## ON-COURSE DELIVERY

Each Careers Consultant is assigned a caseload, and they liaise closely with Course Leaders to tailor on-course careers input to ensure that you are given the most up-to-date careers information relevant to your degree area.

## ONLINE RESOURCES

Our website, as well as course specific CampusMoodle pages, has been created to convey career specific information to you. We have also recently launched our online employability module 'Preparing to Succeed ...'

## WEEKLY WORKSHOPS

In conjunction with key events, we deliver tailored presentations and workshops on areas such as securing part time work, how to complete application forms and the importance of networking to support you in your search for graduate employment. These workshops are open to all students.

## CAMPUSMOODLE

You can also access our services through the website or CampusMoodle. You can also submit questions by email, or request a phone or Skype interview.

For more information visit [www.rgu.ac.uk/careers](http://www.rgu.ac.uk/careers)



# PROFESSIONAL DEVELOPMENT

For individuals looking for Continuing Professional Development, we offer a diverse range of accredited postgraduate courses and study options to suit your needs.

If you are an employer interested in training and development for your workforce our Business Services team will work with you to identify your organisation's requirements.

## CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

It is important to manage your own career and personal development is the key in achieving this.

### What is CPD about?

Professional development is now a fundamental part of our working lives. It allows you to:

- Formalise your experience
- Keep up to date professionally
- Develop your existing skills and knowledge
- Make a successful career move
- Gain accreditation from a professional body

### CPD at Robert Gordon University

Our postgraduate courses are designed to develop your skills and knowledge, in line with industry standards, to help you achieve your career goals. As a result the University has always been at the forefront in responding to new training requirements.

We also understand the commitments of those looking for CPD and so offer a variety of study options (full-time, part-time and online distance learning) which help to meet the needs of those already in employment.

Working closely with organisations, both within the private and public sector, and across a variety of industries, ensures our postgraduate courses are developed in line with the highest industry standards and requirements.

### The benefits of personal development

Managing your career is not only personally rewarding but vital in an increasingly competitive jobs market and within fast changing professions.

Personal development ensures you stay interested and motivated in your role and helps you identify and take advantage of any opportunities that may come your way.

Taking a structured approach to your professional development will enable you to manage your career more effectively, deciding on the goals you want to reach and taking control of the route you take.

## BUSINESS SERVICES

We work with UK and overseas organisations and governments to provide accredited and customised learning and development solutions.

### What we can do for you

We spend time with clients to understand their specific needs and objectives to identify training and competency gaps:

- Industry-relevant, award-bearing educational programmes, from graduate certificates to Masters programmes and MBA's
- Training customised to meet specific business requirements; from short courses to in-depth programmes
- Consultancy interventions from Training Needs Analyses and Innovation Audits to Contract Research, Business Simulation exercises and maintenance of a productive and healthy workforce and environment.
- Competency and Capability Assurance: partnering with you to bridge competency and skills gaps

With access to a wide range of both University and industry experts, we can provide programmes either directly from our existing courses or developed from our expertise within the following specialist areas:

- Management
- Law
- Engineering
- Accounting and Finance
- Computing
- Health

To ensure our programmes are fit for purpose, we have developed courses in conjunction with industry through specialist expertise within the Engineering School's Energy Centre, Aberdeen Business School and the Faculty of Health and social Care to meet the

recruitment requirements of these markets. Courses relevant to the Oil and Gas industry include :

- Energy Management
- MBA and MBA Oil & Gas Management (AMBA accredited)
- Oil and Gas Accounting
- Oil and Gas Law (CIArb accredited)
- Oil and Gas Engineering (Energy Institute accredited)
- Drilling and Well Engineering (Energy Institute accredited)
- Subsea Engineering (Energy Institute accredited)
- Petroleum Production Engineering (Energy Institute accredited)
- Asset Integrity Management (Energy Institute accredited)
- Purchasing and Supply Chain Management (CIPS accredited)
- Health, Safety and Risk Management
- Corporate Social Responsibility with Energy
- Occupational Health Practice
- Health Improvement and Health Promotion

**FOR THE PAST SEVEN YEARS WE HAVE HAD A PRODUCTIVE, CONSISTENTLY SOLID BUSINESS RELATIONSHIP WITH UNIVATION AND ROBERT GORDON UNIVERSITY WHEREBY OVER 1,000 CHEVRON PARTICIPANTS HAVE BEEN SUCCESSFULLY TRAINED THROUGH RGU COURSES. WE BELIEVE THAT CHEVRON PARTICIPATION IN THESE COURSES HAS ENHANCED OUR COMPETENCIES IN THE APPLICABLE SUPPLY CHAIN MANAGEMENT AREAS.**

**TOM CRIMI, LEARNING AND DEVELOPMENT MANAGER, CHEVRON GLOBAL UPSTREAM & GAS**

## OUR TRACK RECORD

### Scottish University of the Year

*The Sunday Times University Guide 2011*

### Best Modern UK University

*The Times, Good University Guide 2011*

### Top Modern University

*The Guardian University Guide 2011*

### Top UK University for graduate employment

*Sunday Times University Guide 2011*

### Industry links

The University's strength lies in working directly with industry to understand their needs and objectives, which in turn shapes the courses we deliver. Based in the European capital for Oil & Gas technology and expertise gives us a significant advantage and ability to engage at high level with international and national oil and service companies such as Shell, Chevron, Sonatrach in Algeria, PdVSA in Venezuela and PetroChina. We also work closely with national and local industry bodies such as UKTI, IMechE, Subsea UK and the Energy Institute.

### Flexibility

We can deliver training in Aberdeen, overseas, via Online Distance Learning (ODL) or through blended learning (ODL supported by in-country teaching) allowing you flexibility where operational demands and geographic spread can restrict traditional learning routes.

### Customisation

Our flexibility and ability to customise programmes are key factors for us in providing development programmes that will help your organisation to maximise the potential of your workforce.

## HOW TO CONTACT US

**business@rgu.ac.uk**

**T: 01224 263320**

### UK

Andy MacDonald  
Business Development Manager

**a.k.macdonald@rgu.ac.uk**

**T: 01224 213171**

### International

Greg Sloan

Business Development Manager

**g.sloan@rgu.ac.uk**

**T: 01224 263332**

# PLACEMENTS

A placement, as part of a course, allows you to apply academic knowledge to real-life practice. They are also a valuable networking opportunity where you can show off your skills to prospective employers and increase your job prospects after graduation.

## GAIN VALUABLE WORK EXPERIENCE

Recruiters value work experience; it shows that you have industry-specific knowledge to complement your degree and demonstrates an added commitment to the sector. Being able to experience the working environment will also give you the chance to consider whether this is the correct career path for you; meanwhile developing specific communication skills as well as understanding general office protocol and industry expectations.

Soft skills or transferable skills are also much sought after by employers and will help you stand out from the crowd; skills such as:

- Self awareness and confidence
- Confidence in the subject area
- Ability to work with and learn from colleagues
- Ability to communicate clearly and effectively in the business world
- Ability to make decisions
- Ability to undertake research, use, evaluate, synthesise and apply information
- Work autonomously
- Demonstrate leadership in tackling and solving problems
- Work under pressure and meet deadlines

Getting that vital foot in the door can be challenging especially for current graduates, therefore this is an excellent means of gaining insider knowledge. Your experience will help you when considering what type of business or role you are looking to get into after you have completed your studies. On the flip side, this also gives employers the opportunity to get to know you better and many graduate recruiters like to hire students who perform well in their placements.

The more you gain in both industry-specific experience and soft skills, the more appealing you will become to future employers.

## PLACEMENT OFFICE

We are proud of our outstanding record in graduate employment and placements play an important part in this success, giving our graduates a valuable advantage when it comes to starting their careers.

We have long recognised the value of a work placement as a significant feature of our courses. ABS can claim to have been one of the pioneers of this form of education, combining hands-on practical experience with degree-level study, when the Placement Office was established in the 1970s. By the early 1980s some students were already finding placements across Europe and can now take the opportunity to work even further afield.

Our strong industry links allow us to offer a wide range of excellent opportunities, working closely with you to ensure the placement is linked to your interests and career aspirations. Our dedicated staff will help you to find suitable places of employment and will also assist with your progress during the placement. The number of participating organisations has steadily increased over the years, providing a high standard of placement opportunities for both the students and employers who mutually benefit from the work placement experience.

Placements tend to work on a project basis due to their short length (average four weeks). They often involve working in teams or individually with the opportunity to present your ideas to management and some go on to be adopted by the organisation itself.

A placement is an ideal situation to impress a prospective employer as these are often seen as a recruitment tool for companies, allowing them to develop required skills which they value. They have consistently proven to enhance our students' opportunities to gain employment after graduation, demonstrated by the high graduate employment record held by the University for many years. Moreover they are a good networking tool for students who can build up worthwhile business contacts to use in their future careers.

All placement opportunities are detailed on course pages. For further information visit:  
[www.rgu.ac.uk/placements](http://www.rgu.ac.uk/placements)

**A PLACEMENT, AS PART OF A COURSE, ALLOWS YOU TO APPLY ACADEMIC KNOWLEDGE TO REAL-LIFE PRACTICE. THEY ARE ALSO A VALUABLE NETWORKING OPPORTUNITY WHERE YOU CAN SHOW OFF YOUR SKILLS TO PROSPECTIVE EMPLOYERS AND INCREASE YOUR JOB PROSPECTS AFTER GRADUATION.**

**AS AN ALUMNUS YOU ENJOY LIFELONG CONNECTIONS WITH OTHER ALUMNI AND THE UNIVERSITY. THE ALUMNI MAGAZINE AND RECENT INITIATIVES LIKE BUSINESS NETWORKING ON 'LINKEDIN' AND EMAIL FOR LIFE, HAVE DRAWN OUR COMMUNITY CLOSER. IT'S GREAT TO SEE SUCH INNOVATIVE INITIATIVES DEVELOPED BY THE ALUMNI ASSOCIATION, OPENING UP OPPORTUNITIES TO GET MORE INVOLVED.**

**SACHIN RAJSHEKHAR SAMSON,  
REGIONAL MANAGER AT ZENITH SOFTWARE, MELBOURNE**

# AFTER YOU LEAVE

University life doesn't end after graduation. Our Alumni Association supports our worldwide community of over 65,000 graduates. We keep our graduates in touch with the University and each other, with a range of exclusive benefits and services.

## BENEFITS AND SERVICES FOR ALUMNI

### Connect

Alumni magazine and bi-monthly electronic bulletin keeping you up to date.

### Careers support

Giving you access to a range of services available from Robert Gordon University Careers Centre.

### Email for life

You will never need to change your email address again. All alumni are eligible to receive a free University email account for life.

### Find a friend service

Helping you keep in touch with former classmates and link up with other graduates living in your area.

### Alumni loyalty discount

Providing 10% off postgraduate course fees to graduates of Robert Gordon University with an undergraduate degree.

### Lifelong learning

Providing information and advice on a wide range of postgraduate and CPD courses.

### Events and reunions

Including masterclasses, exhibitions, open days and alumni receptions, both at home and overseas.

As well as providing an opportunity to catch up with former classmates, alumni events are the perfect chance to expand your social and business networks, opening up new opportunities.

### Alumni Privilege Card

Providing you with a host of discounts and special offers.

### Alumni groups

The University has a number of alumni groups and virtual communities around the globe.

### Volunteering

Enhance our students' learning experience and boost your CV by participating in our alumni volunteering programme.

There are many ways you can get involved including: providing a career profile or testimonial; using your industry expertise to talk to students and support student projects; offering student placements; joining our international alumni ambassador scheme; assisting with student recruitment and establishing an alumni group.

### The Alumni Fund

You can help our students to learn, create and innovate by donating to the Alumni Fund.

For more information on all the services on offer, please visit [www.rgu.ac.uk/alumni](http://www.rgu.ac.uk/alumni)

# ABOUT OUR COURSES

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# STUDY OPTIONS

## FLEXIBLE STUDY OPTIONS TO SUIT YOUR LIFESTYLE

When considering a postgraduate course, it is important to also consider the mode of study which best suits your needs. We deliver the equivalent learning experience across all our modes of study, offering a variety of different options, allowing you to gain the qualifications you need in a way that suits you.

### Full-time

This is the traditional and quickest route for completing any of the postgraduate courses offered at the University and requires full attendance for the duration of the programme as stated on each of the course pages. If you are looking to focus solely on your studies, this option will allow you to gain the knowledge and practical skills you require within the shortest amount of time.

### Part-time

If you are looking to continue working during your studies or have other commitments which will not allow you to undertake a full-time course, this option allows you to incorporate studying with other responsibilities. Part-time courses run alongside the full-time programmes and split the same modules across the length of the course, detailed on course pages.

### Online Distance Learning (ODL)

If you are unable to study on campus we also offer a large number of courses through distance learning, allowing a greater degree of flexibility.

This mode of study does not differ in content from those taught on campus, the difference lies with the mode of delivery via our online virtual learning environment Campus Moodle (Modular Object-Oriented Dynamic Learning Environment).

You will be taken through an induction on Campus Moodle by Course Leaders at the beginning of each programme, ensuring you understand how to use this effectively, where to find resources, how to contact your Course Leaders and the use of multimedia such as podcasts and virtual classrooms.

The student experience is equally as important for those studying online as for those attending lectures on campus, ODL students have a strong sense of community through the use of discussion forums, chat and group working areas. Some courses also have optional periods of attendance where students are invited on campus to meet fellow students, staff, use facilities and participate in workshops designed to support your coursework.

## QUALIFICATIONS EXPLAINED

### Graduate Certificate (Grad Cert)

This award acts as an access course suitable for those who wish to achieve an undergraduate qualification or to gain access to postgraduate (PgDip/MSc) degree courses.

If you don't want to commit to studying a full Masters degree, you can complete single modules and qualify with the following exit awards:

### Postgraduate Certificate (PgCert)

Award granted on completion of one semester of your chosen course.

### Postgraduate Diploma (PgDip)

Award granted on completion of two semesters of your chosen course.

### Masters (MSc/MBA)

Award granted on completion of three semesters of the course, along with a dissertation.



**YOU MAY HAVE CHOSEN TO BYPASS UNIVERSITY AND ENTER STRAIGHT INTO EMPLOYMENT AND ARE NOW LOOKING TO FORMALISE YOUR WORK EXPERIENCE OR LOOKING TO DEVELOP YOUR CAREER.**

## ABOUT OUR GRADUATE CERTIFICATE

### WHAT IS A GRADUATE CERTIFICATE?

Our Graduate Certificates have been developed as a stepping stone to help you gain access to our Management postgraduate courses if you do not already hold a full undergraduate degree.

These courses are the equivalent to the third year of a first degree, and will normally relate to the industry you are currently working in and subsequently support the postgraduate course you would like to complete. Graduate Certificates provide access to a range of postgraduate courses within the department and also stand as a qualification in their own right.

### WHO IS THIS FOR?

If you are working full-time or part-time in either a managerial or supervisory role these courses will allow you to formalise your experience, giving you an acknowledged qualification and providing you with options for further study within the University on a variety of professionally accredited courses.

### WHAT CAN THIS LEAD ON TO?

In addition to subject-specific knowledge, you will develop skills in areas such as academic research and writing, critical thinking, and more general skills such as time management and interpersonal communication.

On completion of the course you will have access to the following courses:

- MSc Management
- MSc Human Resource Management
- MSc International Marketing Management
- MSc International Marketing Management with Retailing
- MSc Project Management

Please refer to the course pages for more information.

## MANAGEMENT STUDIES

### Grad Cert

#### COURSE LEADS ON TO:

- > [MBA Business Administration](#)
- > [MSc Management](#)
- > [MSc International Marketing Management](#)
- > [MSc International Marketing Management with Retailing](#)
- > [MSc Human Resource Management](#)

#### COURSE CONTENT:

- > [Business and People Skills](#)
- > [Information Technology](#)
- > [The Management Environment](#)
- > [Managing Finance](#)

### PROGRAMME OVERVIEW

Developing your knowledge and gaining a relevant qualification will assist you in building a more productive business and get ahead in your career. This course will help you develop transferable business and people skills required for professional practice in management. You will learn to use key IT systems such as spreadsheets, databases and presentation software which are critical in the successful delivery of effective business systems.

You will consider how business and management have developed over time and be able to examine key issues associated with both the internal and external environment within which organisations operate. You will develop knowledge and understanding of basic skills in financial management accounting and an appreciation of the accounting function.

### WHO SHOULD ATTEND

This course is suitable for those who do not have an undergraduate degree and are working full-time or part-time in either a managerial or supervisory role. It will allow you to formalise your experience, giving you an acknowledged qualification and providing you with options for further study within the University on a variety of professionally accredited courses.

### BENEFITS TO YOU

Completing this course will also provide you with access to our professionally accredited courses, allowing you to develop your career further and venture into diverse job roles. You will be able to incorporate study with your other commitments whilst working towards a formal qualification. You will also be able to use your experience from your current role throughout the course, allowing you to critically examine the day-to-day workings of your own organisation and identify the different functions relevant to the course. It also encourages you to consider any issues which may arise in the execution of any tasks and reflect critically on the value of your contribution within the organisation.

### CAREER OPPORTUNITIES

This course is designed to prepare you for study at Masters degree level. However it also provides a management qualification in its own right. The subjects studied cover a range of topics relevant to supervisory or junior-level management and will benefit those looking to further their careers.

### BENEFITS TO ORGANISATIONS

The ability to adopt a creative approach to addressing business problems and identifying opportunities will allow those within supervisory or managerial roles to create or amend business systems, allowing for increased productivity and effective delivery of services. Undertaking a qualification to improve your performance demonstrates potential for further development and career opportunities.

**THE FLEXIBILITY OF THE VIRTUAL CAMPUS SERVED ME VERY WELL BECAUSE IT WAS OFTEN BETWEEN 8.00PM AND 2.00AM ON WEEK NIGHTS THAT I HAD THE TIME TO DO MY STUDIES. THE CONTENT OF THE MODULES WERE ALL RELEVANT TO THE SUBJECTS AND LOGICALLY ASSEMBLED FOR STUDYING.**

ALAN BUDGE, GRADUATE CERTIFICATE IN MANAGEMENT STUDIES

### KEY DETAILS

 **STUDY OPTIONS**  
Online Distance Learning (ODL)


 **START DATES**  
September  
January  
May

 **COURSE DURATION**  
ODL 9 months

 **FINAL AWARD**  
Graduate Certificate  
Management Studies

 **COURSE LEADER**  
Alan Hunt  
a.hunt@rgu.ac.uk  
T +44 (0)1224 263113

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **FEES**  
UK/EU/International  
£2,100

 **APPLY ONLINE NOW**

# PROJECT MANAGEMENT

## Grad Cert

### COURSE LEADS ON TO:

- > [MSc Project Management](#)

### COURSE CONTENT:

- > [The Operational Context](#)
- > [The Change Context](#)
- > [The Commercial Context](#)
- > [The Strategic Context](#)

## PROGRAMME OVERVIEW

As organisations strive for efficiencies and optimising performance, project management has increased in importance with most jobs now including elements of this sophisticated and highly disciplined function. Project management has emerged as a crucial factor determining the success of an organisation, whether it is a question of facing an economic crisis or generating large turnover, this function plays a pivotal role in the growth of any company.

Project management is far from a new concept; however complex commercial and financial arrangements across numerous companies, increased technical challenges, evolving local conditions (especially political and legal) and a geographically moving portfolio has given way to huge changes.

This course has been designed to provide you with an understanding of the principles, methodologies, practices and tools associated with effective project management. You will develop essential decision-making, problem-solving, planning and organisational skills as well as vocational competencies including change control, project scheduling, requirements management, project planning, configuration management and issue management.

## WHO SHOULD ATTEND

This course is suitable for those who have two years relevant project management experience and are looking to formalise their knowledge and skills or progress within this sector. Your experience can be in either a supervisory, professional or managerial position within any industry including manufacturing, engineering, construction, public sector, voluntary sector or commerce.

**YOU WILL DEVELOP ESSENTIAL DECISION-MAKING, PROBLEM-SOLVING, PLANNING AND ORGANISATIONAL SKILLS AS WELL AS VOCATIONAL COMPETENCIES INCLUDING CHANGE CONTROL, PROJECT SCHEDULING, REQUIREMENTS MANAGEMENT, PROJECT PLANNING, CONFIGURATION MANAGEMENT AND ISSUE MANAGEMENT.**

## BENEFITS TO YOU

Completing this course will also provide you with access to our professionally accredited MSc in Project Management, allowing you to develop your career further and venture into diverse job roles. You will be able to incorporate study with your other commitments whilst working towards a formal qualification.

You will also be able to use your experience from your current role throughout the course, allowing you to critically examine the day-to-day workings of your own organisation and identify the different functions relevant to the course. It also encourages you to consider any issues which may arise in the execution of any tasks and reflect critically on the value of your contribution within the organisation.

## CAREER OPPORTUNITIES

This course is designed to prepare you for study at Masters degree level, however it also provides a qualification in its own right. The subjects studied cover a range of topics relevant to supervisory or junior-level roles and will benefit those looking to further their careers.

## BENEFITS TO ORGANISATIONS

The ability to apply the practical skills and knowledge to current project management responsibilities will allow those within supervisory or managerial roles to create or amend systems, allowing for increased productivity and effective delivery of services. Undertaking a qualification to improve your performance demonstrates potential for further development and career opportunities.


## KEY DETAILS

 **STUDY OPTIONS**  
Online Distance Learning (ODL)

 **START DATES**  
September

 **COURSE DURATION**  
ODL 9 months

 **FUNDING**  
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
Graduate Certificate  
Project Management

 **COURSE LEADER**  
Alan Hunt  
[a.hunt@rgu.ac.uk](mailto:a.hunt@rgu.ac.uk)  
T +44 (0)1224 263113

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **FEES**  
UK/EU/International  
£2,500

 **APPLY ONLINE NOW**

# ENERGY MANAGEMENT

## MSc

### COURSE CONTENT:

#### Oil & Gas Stream

- > Oil and Gas Management
- > Energy Finance
- > Managing People
- > Oil and Gas Economics
- > Strategic Analysis for the Energy Sector
- > Oil and Gas Operations Management
- > Energy Project
- > Risk Management and Business Continuity
- > Plus three electives from:
- > Energy Policy and the Environment
- > Oil and Gas Contract Law
- > Project Fundamentals
- > Health, Safety and Risk in an Organisational Context
- > Leadership, Communication and Change
- > Supply Chain Management

#### Renewable Energy Stream

- > Renewable Energy Management
- > Energy Finance
- > Managing People
- > Project Fundamentals
- > Strategic Analysis for the Energy Sector
- > Renewable Energy Issues
- > Energy Policy and the Environment
- > Supply Chain Management
- > Energy Project
- > Risk Management and Business Continuity
- > Plus one elective from:
- > Health, Safety and Risk in an Organisational Context
- > Leadership, Communication and Change

### PROGRAMME OVERVIEW

This course has been developed in response to the needs of local industry and enterprise and the emerging importance of the energy sector both nationally and globally.

A comprehensive consultation exercise with energy companies also identified that 93% of the industry representatives feel it is important to have a specialist Energy Business Masters. The consultation also indicated that the energy industry is facing some fundamental recruitment issues.

This course is designed to provide a comprehensive practice-based management education to those currently working in or wishing to work in an energy management context. You will cover upstream management education for oil and gas, sustainable energy and renewable energy and the interface and opportunity between these industries. To facilitate this, the degree offers two distinctive routes: Oil and Gas Management and Renewable Energy Management.

The course will focus on the management areas within oil and gas and renewable energy and will provide underpinning knowledge of operational and management aspects of business decision making exposing you to current academic and practitioner debates in the energy sector. The course will offer a complete perspective of energy management from upstream oil and gas through to renewable energy across different geographic regions.

The course offers underpinning core energy management modules, strategic analysis modules and a wide selection of energy management electives plus an energy management project. All the modules are rooted firmly in professional practice and are designed to provide students with the ability to apply operational thinking and energy management practice in a variety of organisational settings.

If you are studying through online distance learning, you will be taught via our virtual learning environment CampusMoodle, which allows us to recreate the same challenging interactive format of the on-campus course for those studying at a distance. The same material and content is utilised as the full-time on-campus course and is delivered by the same subject specialists.

#### Energy Management Project

All students will undertake a project in conjunction with an appropriate organisation within the energy sector. You will gain knowledge and understanding, practical skills, intellectual skills and key employability, enterprise and transferable skills.

This project is designed to enhance your research, analytical, communication and personal skills. You will work as a group, consulting with a local business on an agreed issue relating to its operations. This element of the course is designed to enable you to apply knowledge within a practical context, face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment.

We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of your host organisation. Project 'buy-in' opens a valuable channel of communication with the highest levels within your own organisation and improves your visibility and profile, providing significant benefits to both themselves and their employer.

### WHO SHOULD ATTEND

This course is suitable for those who have an undergraduate degree within a business or related discipline. It is also designed for those currently employed in the energy sector, existing managers and specialists for example within the oil and gas industry who may have an academic specialism in a non business discipline or those who have experience of working in the energy sector and those who already have a relevant academic undergraduate degree and who wish to extend and apply their knowledge to working within the energy sector.

### BENEFITS TO YOU

The content of this course is based on comprehensive research of the energy industry and is intended to fulfil the management training requirements for technical, business and early career managers in the Energy sector. It has been specifically developed to provide a comprehensive practice-based management education to those working in, or wishing to work in an energy management context within the upstream energy sector. This will enable you to develop professional management skills, knowledge and awareness of energy management as well as practical and intellectual skills and the key employability, enterprise and transferable skills. Adding significantly to your portfolio of skills will not only enhance your career prospects but will allow you to examine and improve the day to day workings of your own organisation and to incorporate study with your other commitments whilst working towards a formal qualification.

### CAREER OPTIONS

The Consultation highlighted fundamental recruitment issues within the industry and a requirement for managers capable of developing graduates and leading these organisations. Completing this Course will allow you to develop your career further and venture into diverse energy sectors including, electricity, bio fuels, renewables, nuclear, gas, and oil. Areas in which you might want to work might include energy management, energy assessment, environmental management, carbon management, risk management, distribution, exploration, economic, production, engineering and safety. You will therefore significantly expand your options opening up a wide variety of career development opportunities within a number of contexts as well as enhancing your own portfolio.

### BENEFITS TO ORGANISATIONS

The Course will permit individuals to build on their experience and qualification and provide an opportunity for Continual Professional Development (CPD) within the full supply chain, whether your organisation operates at a local or international level. By completing this course, employees will be able to demonstrate knowledge and skills that would make an immediate, valuable and effective contribution within any organisation and bring a wide range of technical and business knowledge and expertise and management competencies.

### KEY DETAILS



**STUDY OPTIONS**  
Full-time  
Online Distance Learning (ODL)



**START DATES**  
September  
January



**COURSE DURATION**  
Full-time 1 year  
ODL 3 years



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MSc



**EXIT AWARD**  
PgCert/PgDip/MSc



**COURSE LEADER**  
Dr Neil McLean  
[j.n.maclea@rgu.ac.uk](mailto:j.n.maclea@rgu.ac.uk)  
T +44 (0)1224 263860



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**FEES**  
Total cost of MSc\*:

Full-time  
UK/EU  
£17,000

Full-time  
International  
£17,000

ODL  
UK/EU/International  
£17,000

\*Course fees will differ depending on your final exit award



**APPLY ONLINE NOW**

# FASHION MANAGEMENT

## MSc

### YOU WILL LEARN TO:

- > Identify and critically analyse key trends and interpret them for specific consumer profiles
- > Identify, develop and communicate creative marketing strategies and branding concepts to capture customer attention and build brand loyalty
- > Analyse both customer and business needs in relation to the key fashion industry functions of buying and merchandising
- > Evaluate and manage the development of fashion-related products from initial concept to final sale

### COURSE CONTENT:

- > Fashion Business
- > Public Relations Theory and Practice
- > Fashion Identity and Communication
- > Fashion Internationalisation and Distribution
- > Fashion Buying, Forecasting and Merchandising
- > Research Methods
- > Dissertation

### KEY ISSUES

Fashion is a huge global industry which continues to develop and change at an increasingly rapid pace. Change is intrinsic to this industry, as it relies on new trends, new products and new desires to stimulate business.

Fashion can be regarded as art, culture, celebrity, necessity and frivolity and is not only about clothes; accessories or cosmetics, even cars are subject to the vagaries of fashion.

New technologies and social media have turned the fashion business into a truly international and competitive marketplace. It is increasingly important for fashion brands to find ways to stand out, build lasting relationships with their customer base and conduct their operations in a socially acceptable manner.

### PROGRAMME OVERVIEW

The fashion industry requires a particular type of manager, someone who has excellent business skills and a real passion for the product.

This course aims to equip graduates with a wide range of creative, industry, marketing and management skills together with detailed knowledge of the fashion business.

The course is mainly project based mimicking the working environment within the industry. Projects are based on case study scenarios, simulating real-life practice and group interaction.

### WHO SHOULD ATTEND

This course is aimed at graduates from disciplines such as Management and Marketing who wish to gain specialist knowledge and skills specific to the international fashion industry, as well as Fashion Design students who need to further their business, marketing and management understanding.

The course is ideal for students with an undergraduate Honours degree in Business, Marketing, Management, Communication & Media or Fashion Design. Other qualifications and management-level experience may be considered with entry being subject to the University's judgement.

### BENEFITS TO YOU

You will gain from expertise of staff in supporting disciplines including Communication, Media, Marketing and Management, resulting in a unique combination of creativity, business knowledge and skills.

### CAREER OPPORTUNITIES

You will be prepared for a range of careers in the fashion industry, including fashion marketing, merchandising, fashion buying, product planning, sourcing and development, retail management, fashion marketing research, fashion writing, and public relations.

### BENEFITS TO ORGANISATIONS

Employers within the fashion industry are increasingly looking for managers with a flexible range of skills who can make informed decisions, plan and manage change and demonstrate innovation.

The course has been designed to ensure graduates are both confident leaders and highly developed team members.

**THE FASHION INDUSTRY IS A COMPETITIVE ENVIRONMENT, OFFERING DYNAMIC CAREERS ACROSS A WIDE REMIT, INCLUDING FORECASTING AND RESEARCH; PRODUCT DESIGN AND DEVELOPMENT; BUYING, MERCHANDISING AND DISTRIBUTION; MARKETING AND BRANDING; EVENTS MANAGEMENT AND PR; AND, OF COURSE, RETAILING (IN STORES, IN CATALOGUES AND INCREASINGLY, ONLINE). IT REQUIRES MANAGERS IN A RANGE OF THESE DISCIPLINES, WHO CAN REACT TO CHANGE, THINK CREATIVELY AND HAVE A STRONG UNDERSTANDING OF THE CONSUMER.**

### KEY DETAILS

 **STUDY OPTIONS**  
Full-time

 **START DATE**  
September

 **COURSE DURATION**  
1 year


 **FUNDING**  
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PGCert/PgDip/MSc

 **COURSE LEADER**  
Dr Morag Hamilton  
[m.hamilton@rgu.ac.uk](mailto:m.hamilton@rgu.ac.uk)  
T +44 (0)1224 263027

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **FEES**  
Total cost of MSc\*:  
Full-time UK/EU  
£3,400  
Full-time International  
£8,650

 **APPLY ONLINE NOW**

# FINANCIAL MANAGEMENT

MSc

## YOU WILL LEARN TO:

- > Analyse financial information and financial markets
- > Develop quantitative skills for financial analysis
- > Consolidate analytical, financial and quantitative skills
- > Understand underlying theories
- > Analyse financial management practices
- > Evaluate and manage financial opportunities and risks
- > Synthesise and apply analytical, financial and quantitative data and techniques
- > Undertake a critical investigation and evaluation of an approved topic of professional concern in the field of financial management, and to present findings and conclusions as a piece of independent research

## COURSE CONTENT:

- > Financial Information and Decision Making
- > Finance Theory
- > Financial Institutions and Markets
- > Quantitative Methods for Finance
- > Treasury Management
- > Corporate Financial Management
- > Investment Management
- > International Banking
- > Applied Financial Modelling
- > Research Methods

## PROGRAMME OVERVIEW

The economic activity over the past couple of years has given rise to a requirement for specific knowledge and understanding of the concepts and determinants of financial value and risk exposures which are now key to successfully managing and steering business organisations through this difficult environment.

This course has been designed to provide you with the set of skills and knowledge necessary for a career working in the area of global finance. The course offers specialised knowledge in the areas of corporate finance, banking, fund management and treasury required to work in areas such as international banking, financial trading and broking, risk management or commercial finance.

You will develop analytical skills through evaluating theory and implementing procedures within the corporate sector and financial institutions. The course focus is to provide you with specialised expertise and knowledge of the financial management sector, an understanding of the nature of financial risk exposures in companies and financial institutions, the impact of these on the financial value of commercial organisations, and the techniques that can be applied to mitigate the effect of these risks.

You will be taught via a mixture of case studies, simulations, guest seminars, lectures, tutorials, computer labs, video presentations, group work and individual activity. You will also gain practical skills in analysis, synthesis, evaluation and problem solving through active simulation assignments and group discussions in seminars and tutorials culminating in the dissertation.

## WHO SHOULD ATTEND

This course is suitable for those who have an undergraduate degree in any subject who are looking to build a career within financial management with companies and financial institutions. It is also designed for existing practitioners in junior and middle level management within commercial organisations and seeking career progression or a change in career path.

## BENEFITS TO YOU

On completion of this course you will be able to apply for exemption from the professional examinations of the Association of Corporate Treasurers; the Institutes of Bankers; the Securities and Investment Institute; the Chartered Institute of Management Accountants; and the Association of Chartered Certified Accountants.

In addition to specific subject knowledge, you will acquire additional skills allowing you to integrate fully in to a commercial work environment. These will include abilities in written and verbal communication, time management, team working and critical analysis.

## CAREER OPPORTUNITIES

For practising accountants, this course will allow you to specialise within the industry, opening up a wide variety of career development opportunities within a number of different contexts; for example, accounting, finance, audit or economics. For those who are new to financial management, this course will allow you to develop the practical skills, knowledge and understanding required to enter into, and develop your career within the profession. Employment opportunities exist within commercial companies, wholesale and retail, domestic and international banks, accountancy and consultancy firms and fund managers and investment institutions as brokers, dealers, analysts and compliance staff.

## BENEFITS TO ORGANISATIONS

Graduates will have developed knowledge and skills that would make an immediate, valuable and effective contribution within their organisation. They will bring a wide range of technical knowledge and expertise plus analytical, presentation and resource management skills to an employer. The sophisticated analytical, financial and quantitative skills gained are relevant to a diverse range of employment scenarios.

**THE COURSE IS DESIGNED TO ALLOW YOU TO SPECIALISE AFTER LAYING THE FOUNDATIONS IN THE FIRST SEMESTER, ENABLING YOU TO TAILOR THE COURSE TO YOUR OWN PERSONAL PREFERENCES. I ALSO ENJOYED THE INTERNATIONAL BACKGROUND OF THE STUDENT COHORT WHICH GAVE US THE CHANCE TO MAKE A LOT OF NEW FRIENDS FROM ALL OVER THE WORLD.**

**DANIEL URBAS,  
MSc FINANCIAL MANAGEMENT**

## KEY DETAILS



**STUDY OPTIONS**  
Full-time



**START DATES**  
September  
January



**COURSE DURATION**  
Full-time 1 year



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MSc



**EXIT AWARD**  
PgCert/PgDip/MSc



**COURSE LEADER**  
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T +44 (0)1224 263422



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**FEES**  
Total cost of MSc\*:  
  
UK/EU  
£3,400  
  
International  
£8,900

\*Course fees will differ depending on your final exit award



**APPLY ONLINE NOW**

# HEALTH, SAFETY AND RISK MANAGEMENT

MSc

## YOU WILL LEARN TO:

- > Consider the management, human and psychological factors essential to the successful implementation of health, safety and risk strategy
- > Take a strategic view of related topics such as Corporate Social Responsibility, Ethics and The Environment
- > Understand legal perspectives related to health and safety strategy

## COURSE CONTENT:

- > Health Safety and the Law
- > Hazard Identification and Risk Management
- > Health, Safety and Risk in an Organisational Context
- > Health Safety and Risk: People Management
- > Health, Safety and Risk: Behavioural Management
- > Health Safety and Risk: Accident Investigation and Analysis
- > Health, Safety and Risk: Strategic Management
- > Health Safety and Risk: Professional Development and Practice

## PROGRAMME OVERVIEW

The Health and Safety Executive (HSE) emphasises the importance of health and safety in that an employer has a legal responsibility to protect the health and safety of its staff and other people, such as customers and members of the public who may be affected by their work. However, the responsibility within this area is not solely that of an employer but also the individual whether they are permanent staff, agency or contractors, they each need to be aware of issues that affect their health and safety at work.

With this in mind, the content of this course has been designed to reflect the variety of different aspects within professional practice and to provide you with the knowledge and practical skills needed for managing health, safety and risk issues. You will also look at a number of different elements which impact on each of these areas, such as corporate social responsibility, ethics and the environment.

A key feature of the course is the work-based project where you will be given the opportunity to demonstrate your ability to apply your knowledge and understanding of health, safety and risk to a current work-related problem or issue. In addition to the legal perspectives, you will also be encouraged to consider the management, human and psychological factors essential to the successful implementation of health, safety and risk strategy.

For those studying on campus, you will be taught through a mixture of lectures, tutorials, seminars, guest presentations and masterclasses. To deliver the masterclasses, we invite recognised practitioners from local business, who are known experts in their field, to deliver presentations on topical issues. We strive to deliver equivalent learning experiences to both our on and off campus students; therefore if you are studying via our online virtual learning environment Campus Moodle, you will enjoy the same elements of the course by accessing discussion forums, chat rooms and web conferencing tools to create a virtual classroom.

## WHO SHOULD ATTEND

This course is suitable for middle to senior managers who have responsibility for, or an interest in, health, safety and risk management. The course will also be of interest to managers who wish to attain a formal management qualification in this area and those who wish to develop careers in this field.

## BENEFITS TO YOU

This course is fully accredited by the IOSH and, as the world's largest professional health and safety organisation, completing this course will give you recognition from your employer and fellow professionals. The accreditation of this course also ensures the content is to the highest industry standard. You will also have the opportunity to apply for Graduate Membership with the IOSH on completion of the PgDip award.

## CAREER OPPORTUNITIES

For those already working with this sector, you will be able to develop your career to senior management level through demonstrating competency in the strategic management of health, safety and risk. If you are starting out in this field, you will be able to improve your employment and career opportunities by demonstrating knowledge and understanding of management and people issues.

## BENEFITS TO ORGANISATIONS


The provision of high quality health, safety and risk management education and skills is crucial to the success and stability of any organisation today. In recognition of the importance of this area, we have worked with experienced practitioners in designing this course, both in the subjects covered and in its development and mode of delivery. This expertise, along with informed academic knowledge and skills, provides a course which teaches the skills and knowledge for the practical application of strategic health, safety and risk management essential in the professional environment today.

**A KEY FEATURE OF THE COURSE IS THE WORK-BASED PROJECT WHERE YOU WILL BE GIVEN THE OPPORTUNITY TO DEMONSTRATE YOUR ABILITY TO APPLY YOUR KNOWLEDGE AND UNDERSTANDING OF HEALTH, SAFETY AND RISK TO A CURRENT WORK-RELATED PROBLEM OR ISSUE. IN ADDITION TO THE LEGAL PERSPECTIVES, YOU WILL ALSO BE ENCOURAGED TO CONSIDER THE MANAGEMENT, HUMAN AND PSYCHOLOGICAL FACTORS ESSENTIAL TO THE SUCCESSFUL IMPLEMENTATION OF HEALTH, SAFETY AND RISK STRATEGY.**

## KEY DETAILS

 **STUDY OPTIONS**  
Part-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
 January

 **COURSE DURATION**  
Part-time 3 years –  
(weekend delivery)  
ODL 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)


 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Moirra Bailey  
[m.m.bailey@rgu.ac.uk](mailto:m.m.bailey@rgu.ac.uk)  
T +44 (0)1224 263139

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  


 **FEES**  
Total cost of MSc\*:  
Part-time  
UK/EU/International  
£8,544  
ODL  
UK/EU/International  
£8,544

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# HUMAN RESOURCE MANAGEMENT

MSc

## YOU WILL LEARN TO:

- > Make an immediate and effective contribution to the HR function with the organisation that employs you; helping to attract, retain and develop the people needed for organisational success
- > Understand and evaluate why and how HR should contribute to the strategic development of your organisation
- > Understand and influence change within your organisation, and interpret how the wider environment impacts upon it
- > Systematically and continuously review your own personal development
- > Demonstrate competence in a wide range of professional skills, including people management and leadership, business understanding, strategic thinking, professional and ethical behaviour

## COURSE CONTENT:

- > Legal Context of HRM
- > Managing Employment Relations
- > Performance Management and Lifelong Learning
- > Compensation and Benefits
- > Resourcing and Talent Management
- > Managing Human Resources in a Business Context
- > Leading, Managing and Developing People
- > Research methods and Professional Skills for HRM
- > Dissertation

## KEY ISSUES

An organisation's workforce is at the core of all activity, therefore attracting, engaging and developing people will allow your organisation to perform at its best. This is the objective behind the HRM function and is also the reason why it is found at the heart of successful businesses worldwide. As business functions develop so does the HR function, which drives performance through people.

The course is designed to allow you to develop a range of skills suitable for a general HR practitioner. What's more, as an HR professional your skills are highly transferable. You'll be able to move smoothly between organisations and sectors.

As an increasingly important business function, there are significant career opportunities in this profession as effective human resource management provides the organisation with the potential to achieve real competitive advantage.

## PROGRAMME OVERVIEW

This course has been designed to develop practical skills and knowledge in line with professional, academic and industry standards. Depending on your choice of study option, you will be taught via a mixture of lectures, tutorials, online chats, exercises, self-directed learning, seminars, guest presentations and masterclasses. Those studying online will be taught via our online virtual environment Campus Moodle which allows us to create a virtual classroom. A key aspect of the course is the interaction between students from diverse backgrounds and with academic staff, allowing you to share experiences and knowledge, thus enhancing your learning.

In addition to gaining core functional knowledge and skills required to work within the sector, you will develop a wide range of transferable skills, including problem solving, numeracy, presentation and communication, IT, team working and leadership.

## WHO SHOULD ATTEND

This course has been designed for those with an undergraduate Honours degree or equivalent, who are looking to enter the profession. This course is also suitable for current practitioners looking to build on existing experience to enable you to further develop your career within an organisation or as an independent consultant.

## BENEFITS TO YOU

On completion of the PgDip, you will gain Associate Membership of the CIPD, a highly valued status widely accepted as a requirement of practice by employers throughout the UK and increasingly abroad. Studying on the course requires you to join the institution providing you with great benefits such as local events, access to resources and invaluable networking opportunities.

## CAREER OPPORTUNITIES

Career opportunities are extensive and span the public, private and third sectors of the UK, European countries and globally. Previous students have gone on to gain roles such as learning and development advisor, group HR director, HR business partner, independent HR consultant and lecturer in HR.

## BENEFITS TO ORGANISATIONS

The course content, membership of the CIPD and the flexible study options provide an excellent opportunity for existing practitioners to develop skills and knowledge, apply this immediately within the current working environment and gain access to a wealth of expertise and networking opportunities.

**THE DIVERSITY OF THE COURSE ALLOWS YOU TO DEVELOP YOUR INTERPERSONAL SKILLS AND GIVES YOU AN APPRECIATION OF DIFFERENT CULTURES. THE COURSE IS CAREER FOCUSED, AND OFFERS KNOWLEDGE AND PRACTICE IN HRM, WHICH I BELIEVE FACILITATES THE LIKELIHOOD OF EMPLOYMENT.**

GILLIAN STRACHAN,  
MSc HUMAN RESOURCE MANAGEMENT

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time, Part-time,  
Online Distance Learning (ODL)

 **START DATES**  
September

 **COURSE DURATION**  
Full-time 1 year  
Part-time 3 years  
ODL 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Anne Stevenson  
[a.p.stevenson@rgu.ac.uk](mailto:a.p.stevenson@rgu.ac.uk)  
T +44 (0)1224 263018

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**



 **FEES**  
Total cost of MSc\*:

Full-time  
UK/EU  
£8,206

Full-time  
International  
£8,900

ODL/Part-time  
UK/EU/International  
£7,248

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# INTERNATIONAL BUSINESS

MSc

## YOU WILL LEARN TO:

- > Understand the various functions involved in international business management including key theories and concepts
- > Apply a significant range of professional skills, practices and techniques in international business
- > Analyse, plan and undertake effective leadership and executive decision making
- > Communicate effectively within the international business discipline, including interpersonal communication and teamwork, and the use of financial and other management information

## COURSE CONTENT:

- > Business Environment
- > Marketing
- > Finance for Managers
- > Managing People
- > International Business
- > Performance, Planning and Decision Making
- > Research Methods

Choose from:

- > Launching a New Venture
- > Global Marketing Management
- > E-Business Systems

## KEY ISSUES

There are numerous internal and external factors affecting organisations today such as sustainability, environmental issues, economic factors and a shift in consumer attitudes. With challenges comes great opportunity, and these external factors are what makes international business an exciting field to work in today.

Operating within an increasingly globalised economy, the ability to think and work across boundaries and borders whilst maintaining key issues central to your service or product offering is key to obtaining a competitive advantage. So much so, that many organisations are now faced with increased complexity and uncertainty in the various markets that they serve.

## PROGRAMME OVERVIEW

This course therefore explores the major challenges that can be expected in the international environment with special interests in complex issues associated with marketing, human resource management, finance, strategy, planning, organising, coordinating and organisational structures.

You will develop knowledge and understanding of international business and management practice through course content and close collaboration with internal and external experienced practitioners within the field. This enables you to gain an integrated understanding of general management within an international context.

You will also have the option to focus on an area of international business management relevant to your career aspirations and interests. The course is delivered through a mixture of lectures, tutorials, online activity work, practical work, student-centred learning and private study. Interactivity is a key component of this course and has been specifically designed with the busy professional in mind.

If you are studying through online distance learning, you will be taught via our online virtual learning environment (Campus Moodle). This will allow you to interact effectively with lecturers and colleagues alongside accessing a wide variety of online resources. Classes are small, simulating the traditional classroom environment. Course materials are uploaded for you to read and later discuss with lecturers.

## WHO SHOULD ATTEND

This course is suitable for those who have an undergraduate degree and are looking to further specialise and build a career within international business. It is also designed for existing practitioners who would like to progress into more senior management roles.

## BENEFITS TO YOU

This course is intended to develop managers as independent thinkers with the necessary knowledge, understanding and competencies to operate successfully in the international business environment. You will gain management skills necessary to progress within international business at middle management level and in preparation for higher level of management.

## CAREER OPPORTUNITIES

For those already working with business management, you will be able to progress into an international management position, enabling you to develop your career to middle and/or senior management level. If you are looking to enter this field and have no relevant formal qualifications, this course will allow you to gain the relevant knowledge and understanding required to embark on your chosen career.

## BENEFITS TO ORGANISATIONS

Organisations are increasingly looking to overseas markets and therefore require the internal expertise in order to enter and manage their operations within these markets successfully. However, when organisations embark on internationalisation they face greater challenges, not only related to overseas market entry strategies, but also macro-environmental forces such as financial, political, economic and legislative issues. This course will equip you with the knowledge and skills to face these challenges within a current or future role.

**THERE ARE NUMEROUS INTERNAL AND EXTERNAL FACTORS AFFECTING ORGANISATIONS TODAY SUCH AS SUSTAINABILITY, ENVIRONMENTAL ISSUES, ECONOMIC FACTORS AND A SHIFT IN CONSUMER ATTITUDES. WITH CHALLENGES COMES GREAT OPPORTUNITY, AND THESE EXTERNAL FACTORS ARE WHAT MAKES INTERNATIONAL BUSINESS AN EXCITING FIELD TO WORK IN TODAY.**

## KEY DETAILS



**STUDY OPTIONS**  
Full-time,  
Online Distance Learning (ODL)



**START DATES**  
September  
January



**COURSE DURATION**  
Full-time 1 year  
ODL 2 years



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MSc



**EXIT AWARD**  
PgCert/PgDip/MSc



**COURSE LEADER**  
Ahmed Beloucif  
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T +44 (0)1224 263828



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**FEES**  
Total cost of MSc\*:

Full-time  
UK/EU  
£3,400

Full-time  
International  
£8,900

Part-time  
UK/EU/International  
£8,544

\*Course fees will differ depending on your final exit award



**APPLY ONLINE NOW**



# INTERNATIONAL MARKETING MANAGEMENT

## MSc

### YOU WILL LEARN TO:

- > Identify challenges and opportunities within overseas markets including those relating to emerging and developing markets
- > Develop and implement new media strategies
- > Develop a clear understanding of the importance of international marketing to contemporary global business
- > Apply concepts and principles to the not-for-profit sector
- > Utilise marketing as a business management tool
- > Understand international consumer and business behaviour through social, cultural, economic and technological factors

### COURSE CONTENT:

- > Marketing
- > Market Research
- > International Branding
- > Finance for Managers
- > Global Marketing Management
- > New Media Marketing
- > Business Marketing and Innovation
- > Consumer Media and Communications
- > Social and Cultural Marketing
- > Launching a New Venture
- > Strategic Marketing Management
- > Dissertation

### KEY ISSUES

Marketing and global marketing are crucial to the success of modern businesses – whether large or small – and also to not-for-profit organisations such as charities, hospitals, museums, etc.

Without a clear understanding of what is important to the consumer, the organisation will not succeed in today's very competitive and challenging environment. Information needs to be gathered from the marketplace and fed into all the organisation's decision-making and planning processes to try to ensure efficiency of operations and success in the market.

### PROGRAMME OVERVIEW

You will benefit from our strong industry links which allow us to bring external practitioners in to speak with you directly on related issues. On the Social and Cultural module, a representative from Trading Standards will discuss the practical issues they face, relating to theory you are given through lectures.

In Market Research and Consumer, Media and Communications, guest speakers are brought in to brief you on a particular issue they are experiencing within their businesses which is then used for the assessment related to this elective.

You will also use case studies in the weekly tutorials to give you real-life examples of the type of problems you may be required to solve within the working world. You can also tailor your course to fit your career objectives by selecting from specialist modules in either Consumer Communications or Business Marketing.

### WHO SHOULD ATTEND

This specialist course will interest those who are looking to enter higher level management positions in a variety of different organisations, both domestic and international. It would also benefit marketing professionals who already have an undergraduate qualification and who are working in a marketing field.

### BENEFITS TO YOU

The focus is on improving your career prospects both nationally and internationally giving you the skills to make an immediate and valuable contribution to the company for which you will be working.

Throughout this course you will develop self-awareness and greater confidence, both in yourself and in the subject area. The course will allow you to meet, learn and work with staff and students from many different cultures providing you with a truly international learning experience.

This course is fully accredited by the Chartered Institute of Marketing (CIM). Upon successful completion of the MSc International Marketing Management, students can take up two modules with the CIM to achieve their Professional Diploma.

### CAREER OPPORTUNITIES

The field of marketing offers a wide range of opportunities for graduates, who are properly equipped with a broad range of managerial, professional and subject-specific knowledge and skills. Many of the students on the course are from different parts of the world and return to their own countries to work with international companies there.

Some of our graduates have also successfully set up their own business. Other graduates from this successful course have found employment in many different areas of marketing, including advertising agencies, market research agencies, general management positions in both the public and private sector, brand and product management, PR, sales management and working in international companies.

Having gained a Masters qualification it is possible for a student to move on to study for a doctorate.

### BENEFITS TO ORGANISATIONS

Your employer will get the benefit of your knowledge and experience and gain a greater understanding of the importance of developing effective and efficient marketing strategies in order to increase performance and profits, whether in the domestic or international market.

**I WOULD STRONGLY RECOMMEND DISTANCE LEARNING TO PEOPLE WHO WANT TO FURTHER THEIR CAREER BUT DON'T WANT TO GIVE UP WORKING. THE COURSE GIVES YOU A SOLID FOUNDATION TO BUILD YOUR CAREER ON. AREAS COVERED WITHIN THE PROGRAMME SUCH AS FINANCE FOR MANAGERS, GLOBAL MARKETING MANAGEMENT AND MARKET RESEARCH HAVE ALL BEEN INVALUABLE IN MY DAY-TO-DAY ROLE. ROBERT GORDON UNIVERSITY HAS AN EXCELLENT REPUTATION FOR GRADUATE EMPLOYMENT AND EXCELLING IN MY CHOSEN PROFESSION IS WHAT I HOPED TO ACHIEVE BY STUDYING HERE.**

**KIM PETRIE,  
SALES & MARKETING EXECUTIVE, CAPEL RIG LTD  
MSc INTERNATIONAL MARKETING MANAGEMENT**

### KEY DETAILS

 **STUDY OPTIONS**  
Full-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
January

 **COURSE DURATION**  
Full-time 1 year  
ODL 2 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Admissions  
[pgoffice@rgu.ac.uk](mailto:pgoffice@rgu.ac.uk)  
T +44 (0)1224 262132

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  


 **FEES**  
Total cost of MSc\*:  
Full-time UK/EU  
£3,400  
Full-time International  
£8,650  
Online Distance Learning  
£8,544

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT

MSc

## YOU WILL LEARN TO:

- > Manage a variety of business functions such as finance, human resource management, and operations management
- > Apply management principles and concepts used in both national and international tourism and hospitality management
- > Develop your knowledge and skills of core tourism and hospitality management functions

## COURSE CONTENT:

- > Event Management
- > Finance for Managers
- > Operations Management
- > Strategic Management in Tourism and Hospitality
- > Global Marketing Management
- > e-business and IT applications for Tourism and Hospitality
- > Human Resource Management

## KEY ISSUES

Tourism and hospitality as an industry is clearly linked to other key sectors within the economy, therefore trends within this industry cannot be considered in isolation from other key drivers which shape the world we live in. This link has created a clear requirement for a greater knowledge of trends underpinning development which will impact on the capacity of destination managers and tourism operators to formulate strategies to achieve competitive advantage for their organisations.

On a national level, tourism generates over £4 billion for the Scottish economy each year and supports around 218,000 jobs, making it one of Scotland's highly successful industries. The tourism and hospitality industry in Scotland delivers benefits to the whole country, helps support infrastructure and has strong economic links to other sectors such as food and drink, and retail.

## PROGRAMME OVERVIEW

This new course has been developed in recognition of the importance of these new developments in one of the world's largest growth industries; and to enable those who wish to enter management level roles to gain skills, knowledge and expertise alongside a highly relevant academic qualification. You will develop critical thinking, appraisal skills and the practical application of academic models relevant in today's international tourism and hospitality industry. You will also have the opportunity to interact with industry contacts from the Scottish Centre of Tourism (SCoT), VisitScotland, the Scottish Government and the many private sector companies with an involvement with SCoT.

## WHO SHOULD ATTEND

The course is suitable for those with an undergraduate degree in any business discipline looking to enter the profession and develop their career to management level. This course has also been designed to develop individuals currently working within the tourism and hospitality industry and looking to progress to managerial or senior management positions.

## BENEFITS TO YOU

This course has been created in response to the existing and forthcoming needs of the tourism and hospitality industry both nationally and internationally. The forecasted shifts in consumer values, political forces, environmental changes and the growth of information and communication technology, will in turn require qualified and experienced managers to lead this development.

## CAREER OPPORTUNITIES

The tourism and hospitality industry provides great career opportunities across the globe including management of multi-national hotels, resorts, national tourism development, tourism enterprises and attractions. These roles require the sharpest of professional management skills coupled with an acute knowledge of how to direct operations. These changes have inevitably had an impact on the training requirements within the industry.

Previously you were able to start your career at entry level and progress through the ranks without the need for any formal qualification; this is no longer the case. As the international tourism and hospitality industry continues to exhibit growth and opportunity, the worldwide demand for suitably qualified managers to take lead roles in both the private and public sectors is also on the increase.


## BENEFITS TO ORGANISATIONS

According to the World Travel and Tourism Council, the worldwide expenditure on hospitality and tourism is set to increase over the foreseeable future. The value of the UK hotel market alone has increased considerably and highly trained, multi-disciplined managers with knowledge and understanding of international markets, enable your organisation to capitalise on this growth.

**IT'S BEEN FUN SHARING EXPERIENCES WITH THE OTHER STUDENTS ON THE COURSE, WHO'VE COME FROM OTHER AREAS OF THE TOURISM INDUSTRY. IT'S BEEN INTERESTING TO MEET UP WITH AND LEARN ALONGSIDE STUDENTS ON THE MORE GENERAL BUSINESS MODULES SUCH AS FINANCE, OPERATIONS MANAGEMENT, HUMAN RESOURCES AND INTERNATIONAL BUSINESS. I HAVE ENJOYED THE MIX OF 'PURE' TOURISM MODULES AND THE BUSINESS MODULES. I THINK IT IS VITAL THAT TOURISM IS UNDERSTOOD AS BEING AN INDUSTRY, AND THE SKILLS REQUIRED INCLUDE THOSE REQUIRED OF MANAGERS AND LEADERS EVERYWHERE.**

CATHY GUTHRIE,  
MSc INTERNATIONAL TOURISM  
AND HOSPITALITY MANAGEMENT

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time, Part-time

 **START DATES**  
September  
January

 **COURSE DURATION**  
Full-time 1 year  
Part-time 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Andrew Martin  
[a.martin@rgu.ac.uk](mailto:a.martin@rgu.ac.uk)  
T +44 (0)1224 263036

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  
  
People in all the right places

 **RECOGNISED**  
  
Tourism Management Institute  
[www.tmi.org.uk](http://www.tmi.org.uk)

 **FEES**  
Total cost of MSc\*:  
  
Full-time  
UK/EU  
£3,400  
  
Full-time  
International  
£8,650  
  
Part-time  
UK/EU/International  
£8,544

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# INTERNATIONAL TRADE

## LLM

### YOU WILL LEARN TO:

- > Use methods, techniques and legal principles regarding international trade law
- > Understand international trade in its business and global contexts
- > Develop critical, analytical and research skills, and transferable skills
- > Understand the application of EU law in solving concrete legal problems

### COURSE CONTENT:

- > International Business Law
- > International Trade Organisations
- > World Trade & Money
- > European Union Trade Law
- > Doing Business Overseas
- > International Corporate Governance
- > Dissertation

Choose two from:

- > Regional Economic Integration
- > Global Civil Society
- > Comparative International Tax Law
- > Public International Law
- > Contemporary Intellectual Property Law

## PROGRAMME OVERVIEW

International trade law is the combination of domestic/national law and public international law that applies to transactions of goods or services that cross national boundaries. Certain multilateral treaties play an important role in this field, dealing with dispute resolution and the enforcement of resulting adjudications.

This area of law is now an independent field of study as most governments participate in world trade through membership of the World Trade Organization (WTO). The main distinction between this and commercial law is that the latter deals with transactions between companies and individuals, whilst trade law deals with those between private and public sectors within different countries.

This course is designed to give you the international and regional legal framework within which international trade operates, supported by specialist modules in public policy, economics, regulation of contracts, managing intellectual assets, the resolution of disputes and corporate social responsibility.

This course is not solely focused on academic outcomes; we also understand the importance of soft or professional skills within this industry and therefore look to develop your interpersonal abilities in relation to communication, presentation, team working, leadership and problem-solving. We encourage you to share and draw on your own personal views, professional backgrounds and experiences during your regular group sessions. You will be taught through a mixture of short lectures, seminars, external speakers, group and individual research to explore relevant issues on set topics.

## MASTERS DISSERTATION

This is a key element of the course, allowing you to select a topic of your choice either inspired by the variety of modules offered, contributions by guest speakers, a specific issue relating to your current role, or an area of personal interest. You will be allocated a member of our postgraduate staff who will support and guide you through this project. You may also choose to undertake a short work placement to assist you in your preparation and research.

## PLACEMENT

If you are looking to support your studies with work experience or to aid your research in a specific dissertation topic, we encourage and assist you in approaching international or multinational organisations offering work experience to enable you to link your theoretical knowledge to research and practice.

## WHO SHOULD ATTEND

The course is suitable for graduates from a wide variety of subject areas, such as law, commerce, economics, public policy or management, with a strong interest in the regulation and mechanisms within which corporations and organisations operate, who need to develop a greater depth of knowledge and understanding in international trade law. It is also appropriate for practising lawyers looking to progress into particular management roles both in the private and public sectors.

## BENEFITS TO YOU

The benefits of this course will vary depending on your career aims. If you are a recent graduate, this course will assist you in securing your first role within law and business. If you are a lawyer in a private or in-house practice you will further develop abilities in providing sound, quality advice or representation with respect to international commercial law. If you are working within a commercial environment, you will gain a greater understanding of how international businesses and commercial transactions work within a legal context and how to avoid potential problems.

## CAREER OPPORTUNITIES


Our graduates go on to enjoy a variety of different career paths, including: continuing and progressing within their legal practice; consultancy; successfully gaining internships in international organisations within offices of the UN, WTO, EU; public service and higher education; or entering into academia, undertaking further academic research leading to PhDs.

## BENEFITS TO ORGANISATIONS

The course is approved by the Institute of Export (IOE) and ensures employers recognise the course as being of the highest industry standard and is regarded as important in founding successful practice and careers in international business.

**THIS COURSE IS DESIGNED TO GIVE YOU THE INTERNATIONAL AND REGIONAL LEGAL FRAMEWORK WITHIN WHICH INTERNATIONAL TRADE OPERATES, SUPPORTED BY SPECIALIST MODULES IN PUBLIC POLICY, ECONOMICS, REGULATION OF CONTRACTS, MANAGING INTELLECTUAL ASSETS, THE RESOLUTION OF DISPUTES AND CORPORATE SOCIAL RESPONSIBILITY.**

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time

 **START DATES**  
September  
January

 **COURSE DURATION**  
Full-time 1 year

 **FUNDING**  
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
LLM

 **EXIT AWARD**  
PgCert/PgDip/LLM

 **COURSE LEADER**  
Thorsten Lauterbach  
[t.lauterbach@rgu.ac.uk](mailto:t.lauterbach@rgu.ac.uk)  
T +44 (0)1224 263410

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **APPROVED**  
 **IOE**  
INTERNATIONAL TRADE

 **FEES**  
Total cost of LLM\*:  
UK/EU  
£3,400

International  
£8,900

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# MANAGEMENT

## MSc

### YOU WILL LEARN TO:

- > Develop your knowledge and understanding of business, management and entrepreneurship with an emphasis on operational and tactical level considerations within a diverse number of industries
- > Evaluate critically relevant theory, concepts, and current debates including the national and international policy environment, sustainability and entrepreneurship
- > Analyse, plan and undertake effective leadership and executive decision making and develop innovative thinking, while tackling real problems
- > Communicate ideas and conclusions effectively to specialist and non-specialist audiences, including communication and teamwork

### COURSE CONTENT:

- > Business Environment
- > Finance for Managers
- > Marketing
- > Managing People

#### Route A

- > Economics of Business
- > E-Business Systems
- > Performance, Planning and Decision Making
- > Research Methods
- > Dissertation

#### Route B (seven-week placement, September start only)

- > Performance, Planning and Decision Making
- > Research Methods
- > Placement Route: Business Practice
- > Dissertation

## PROGRAMME OVERVIEW

This course will allow you to develop knowledge and understanding combined with business and management skills suitable for professional practice at middle management level. You will cover general management elements and its key functional areas alongside the development of professional skills, practices and techniques within the management environment. You will learn to analyse, plan and undertake effective decision making, inter-personal communication, including teamwork, and how to effectively use financial and other management information tools.

This structure aims to provide a tailor-made course for applicants who wish to pursue a career as managers and consultants. It allows learners to develop both their knowledge and applied skills in leadership, communication, autonomy, accountability, IT and numeracy to Masters level. Specifically the course will enable you to discuss and appraise national and international policy in relation to business and management; discuss and justify operating and organisational decisions within different sectors; and evaluate different markets.

### PLACEMENT (ROUTE B)

For those who select **Route B**, you will undertake a seven-week work experience placement in a wide variety of different functions including marketing, HR, finance, logistics, business development, IT systems, and across a number of different industries such as oil and gas, manufacturing, hospitality, tourism, retail, public sector and education. We will work with you to secure a placement and a project which links in with your career aspirations. Previous projects have included: analysing markets to assist the organisation with the launch of a new product; a feasibility study into operating in overseas markets; review, analyse and develop the company's business development plan; design an organisational marketing plan; undertake competitor analysis within overseas region; and design and launch up-to-date, relevant, social marketing techniques.

### WHO SHOULD ATTEND

This course is a management development programme and is suitable for recent graduates of any discipline who wish to pursue postgraduate studies in management in preparation for a career in this area; those with limited or no managerial experience who wish to progress to a career in management; and managers who wish to develop their professional practice and require a qualification in management.

## BENEFITS TO YOU

This course will enable you to develop the necessary skills to progress your career as a consultant, middle level business manager or entrepreneur. This course is recognised by the Chartered Management Institute (CMI) which is committed to maintaining high standards of professional skill, ability and integrity amongst all practitioners. This is achieved through ensuring recognised courses meet the specifications of their own professional qualification programmes, therefore ensuring you will acquire the necessary knowledge and skills to match these requirements and to gain recognition within the sector.

Upon graduating from this course you will be eligible to apply for Associate Membership of the Chartered Management Institute (ACMI). Once you have completed three years in relevant employment you will become a full member (MCM1).

### CAREER OPPORTUNITIES

The broad course syllabus will enable you to access a wide range of management careers and has been successful in providing graduates of a non-business discipline with entry to careers in business and management, and enhancing the career development opportunities for junior and middle managers, working within both the public and private sectors.

### BENEFITS TO ORGANISATIONS

The key focus of this course is to provide you with knowledge and understanding of management and leadership processes to enable your organisation to carry out effective decision making. It has been designed for those managing, designing, implementing or assessing these processes. These tools and techniques will allow you to improve all aspects of your organisation's productivity.

**YOU WILL COVER GENERAL MANAGEMENT ELEMENTS AND ITS KEY FUNCTIONAL AREAS ALONGSIDE THE DEVELOPMENT OF PROFESSIONAL SKILLS, PRACTICES AND TECHNIQUES WITHIN THE MANAGEMENT ENVIRONMENT. YOU WILL LEARN TO ANALYSE, PLAN AND UNDERTAKE EFFECTIVE DECISION MAKING, INTER-PERSONAL COMMUNICATION, INCLUDING TEAMWORK, AND THE USE OF FINANCIAL AND OTHER MANAGEMENT INFORMATION TOOLS.**

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
 January

 **COURSE DURATION**  
Full-time 1 year  
ODL 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Dave MacKintosh  
[d.mackintosh@rgu.ac.uk](mailto:d.mackintosh@rgu.ac.uk)  
T +44 (0)1224 263025

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  


 **FEES**  
Total cost of MSc\*:

Full-time  
UK/EU  
£3,400

Full-time  
International  
£8,900

Part-time  
UK/EU/International  
£8,544

ODL  
UK/EU/International  
£8,544

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# MASTER OF PUBLIC ADMINISTRATION

## YOU WILL LEARN TO:

- > Understand and apply the tools and techniques of policy making and analysis
- > Appreciate the different ways in which public services are delivered and financed
- > Manage strategically in a public service environment
- > Manage people and resources in the public sector

## COURSE CONTENT:

- > Comparative Government
- > Contemporary Public Services
- > Financing Public Services
- > Policy Analysis
- > Leadership and Strategic Management
- > Applied Policy Research

Choose 2 from:

- > Global Civil Society
- > Managing People
- > Values and Ethics in a Democratic Context
- > Social Welfare
- > Governance and Public Policy Making

## KEY ISSUES

Public administration is ultimately concerned with effective policy management, allowing government to function appropriately. The nature and extent of public service provision is a fundamental concern of governments around the world. Taking current economic pressures into consideration, it is important for public services to be delivered efficiently and effectively, taking into account the needs of service users. As increasing demands are being made on public finances, there is also an increased focus on effective policy making, dynamic leadership and effective management within a public service context.

## PROGRAMME OVERVIEW

The MPA is an internationally recognised qualification seen as the public sector equivalent to the MBA and has been designed to meet the needs of middle and senior managers.

This course builds on the expertise within the department and the University's Centre for Public Policy and Management, one of Scotland's leading multi-disciplinary research and consultancy centres for Scottish and European public policy.

The structure of the course allows for a distinctive blend of knowledge and practical skills to effectively implement policies and programmes central to society, whilst dealing with the political, organisational and financial issues that this challenge brings. You will focus on critical issues and key developments relating to public management (e.g. leadership, strategy, performance management and human resource management).

These changes within public administration and management are broadly those which inform 'the Third Way' including: the debate on globalisation; the changing nature of the relationship between state and civil society; the concept of citizenship; the declining confidence in public democratic institutions and the rise of alternative forms of participation; the changing nature of public management and the increasing importance of strategy and leadership; and the emergence of new institutional, partnership and cross-sectoral relationships and their impact upon multi-level governance.

Following on from the department's philosophy of the importance of working in partnership, we take a student-centred approach within this course and actively work alongside you, public service employers and the academic community to ensure the highest standards of quality. You will be taught via a mixture of group discussions, analysis and presentations, and extensive use of case study and simulation materials drawn from the current international public administration environment.

## WHO SHOULD ATTEND

This course is suitable for those in a policy or management role within local, national and international public service organisations. The MPA has been designed for both recent graduates who wish to embark on a career within the public sector as well as existing public service policy makers and managers who wish to develop their academic skills and qualifications. It offers those working in the public and voluntary sectors an equivalent qualification to the Masters in Business Administration (MBA).

## BENEFITS TO YOU

The course has been structured to allow you to benefit from the expertise of staff and fellow students from a broad range of professional backgrounds. As a result, you will also be able to build a network of contacts from across public services both in the UK and internationally. In addition to gaining subject specific knowledge and understanding, you will also develop a wide variety of transferable skills which you can apply immediately within the workplace; in particular, you will be able to present and communicate effectively within a political environment.

## CAREER OPPORTUNITIES

For those already working within the public sector, this course will allow you to develop your policy, leadership and management skills, opening up a wide variety of career development opportunities within the public, private and not-for-profit sectors. For those of you who wish to embark on a career in the public services, the course will allow you to develop the knowledge, understanding and practical skills required to develop your career. Employment opportunities exist within a wide range of organisations including central and local government, health services, emergency services, international organisations and NGOs.

## BENEFITS TO ORGANISATIONS

Those completing this course will be highly motivated and valuable professionals with a unique blend of skills in policy, management and strategic leadership, specifically tailored to the contemporary public service environment.

**THE MPA WAS A MAGNIFICENT PROGRAMME OF STUDY. THE FACT THAT IT WAS AVAILABLE VIA ONLINE DISTANCE LEARNING MADE IT A FEASIBLE COMMITMENT FOR ME AND ALLOWED ME TO FIT IN MY STUDY COMMITMENTS WHILST HOLDING DOWN A FULL-TIME JOB. THE MPA HAS REALLY SUPPORTED AND ENHANCED MY CAREER.**

ALUN MORRIS,  
MASTER OF PUBLIC ADMINISTRATION

## KEY DETAILS



**STUDY OPTIONS**  
Full-time, Part-time,  
Online Distance Learning (ODL)



**START DATES**  
September  
January



**COURSE DURATION**  
Full-time 1 year  
Part-time 3 years  
ODL 3 years



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MPA



**EXIT AWARD**  
PgCert/PgDip/MPA



**COURSE LEADER**  
Kirsteen Close  
[k.close@rgu.ac.uk](mailto:k.close@rgu.ac.uk)  
T +44 (0)1224 263419



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**FEES**  
Total cost of MPA\*:  
  
Full-time  
UK/EU  
£3,400  
  
Full-time  
International  
£7,250  
  
Part-time, ODL  
UK/EU/International  
£6,016

\*Course fees will differ depending on your final exit award



**APPLY ONLINE NOW**

# PROJECT MANAGEMENT

## MSc

### YOU WILL LEARN TO:

- > Develop critical thinking and practice in international and industry-specific project management
- > Apply knowledge and practical skills across most disciplines using real project case studies
- > Specialise within your own area of project management
- > Develop a wider perspective of the project management environment
- > Enhance your competence across all aspects of the project management lifecycle

### COURSE CONTENT:

- > Postgraduate Certificate
- > Project Fundamentals
- > Project Organisation and Behaviour
- > Project Planning and Control
- > Commercial Realities for Project Management
- > Risk and Safety Management
- > Project Strategy and Leadership
- > Professional Body of Knowledge for Project Management
- > Project Technical Implementation (FT)
- > Individual Project (FT)
- > Dissertation (ODL)
- > Plus one elective from a range of disciplines

### KEY ISSUES

As organisations strive for efficiencies and optimising performance, project management has increased in importance, with most jobs now including elements of this highly disciplined and organised function. Whether it is a question of facing an operational or strategic crisis, managing change or generating large turnover, project management plays a pivotal role in the growth and success of most organisations. It is not a new concept; however complex commercial and financial arrangements across numerous companies, increased technical challenges, evolving local conditions (especially political and legal), and a geographically moving portfolio has seen project management become a critical discipline.

### PROGRAMME OVERVIEW

This course offers a combination of practice and knowledge, allowing you to develop competencies to face the challenging demands of current project management operating environments. You will learn through working on projects based on real case studies and contexts which facilitates a rich experience across all disciplines and sectors. The key to success within this industry is transferable skills which go hand-in-hand with standards, methodologies, theories and concepts within project management. This course is designed to teach you these invaluable skills, making you a real asset to any sector or industry across the globe.

### PLACEMENT

If you are a full-time student, we will work with you to select a placement to gain experience in your chosen sector. There are many avenues you may wish to explore and this four to six-week placement will give you the opportunity to engage with potential future employers and also see whether this is the right sector for you. The placement will normally be with a local employer during the final semester, July to September. Your placement will enable you to gain hands-on experience of a real project and apply knowledge learned during the course in the workplace. Our students have found this aspect of the course to be an invaluable networking opportunity, allowing them to build on their theoretical knowledge by gaining an understanding of employers' expectations and skills which are recognised by industry. You will also have the opportunity to make business contacts for later use in your career.

### WHO SHOULD ATTEND

This, in essence, is a management development programme, suitable for graduates who wish to pursue a career in project management, existing practitioners looking to develop their professional practice and gain a qualification in this specialist area, those who have responsibilities for project management as part of their role, or anyone looking to move into this profession.

This is a multi-disciplinary course catering for all project management disciplines including information technology, public sector, business, built environment, engineering, knowledge, health and energy. It is also highly relevant to the new emerging market of project management in professional services like human resources and finance which is largely being driven by government modernisation and large scale outsourcing.

### BENEFITS TO YOU

You will almost immediately be able to apply what you are learning to your work and personal environment. You will gain an in-depth understanding of how to apply project management and have the capability and confidence to implement your learning.

We are the first of only 27 institutions spanning ten countries to be accredited by the Project Management Institute Global Accreditation Centre for Project Management Education Programs (GAC), and the first UK university to achieve this overall. Aberdeen Business School itself is also recognised by the Project Management Institute (PMI) as a Global Registered Education Provider. Registered Education Providers (R.E.P.S.) are organisations approved by PMI to offer project management training for Professional Development Units (PDU). Professional accreditation and membership with PMI adds exceptional credibility and career opportunities.

### CAREER OPPORTUNITIES

The project management process is the same the world over; this enables you to cross sectors, industries and even national borders. Project management now encompasses skills and knowledge required for most management roles and over the years you can build on this to meet your own career aspirations and needs. This subject area is very flexible and this course is designed to meet the requirements of a range of sectors. Our students have gone on to work within oil and gas, energy, engineering, education, local government, and financial industries. Typical roles include project engineers, quality managers, project administrators, capital project administrators, finance managers, web design managers, contracting managers and procurement managers or coordinators.

### BENEFITS TO ORGANISATIONS


The focus of the course is on encouraging individuals to apply theory to their individual work situation or career choice. Throughout the course, you will gain valuable experience, skills and knowledge which will enhance your own development and your organisation's or future organisation's project management operations.

### KEY DETAILS

 **STUDY OPTIONS**  
Full-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
January

 **COURSE DURATION**  
Full-time 1 year  
ODL 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Senga Briggs  
[s.briggs@rgu.ac.uk](mailto:s.briggs@rgu.ac.uk)  
T +44 (0)1224 263832

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  
 

 **FEES**  
Total cost of MSc\*:  
  
Full-time  
UK/EU  
£4,500  
  
Full-time  
International  
£9,500  
  
ODL  
UK/EU/International  
£9,160

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# PURCHASING AND SUPPLY CHAIN MANAGEMENT

MSc

## YOU WILL LEARN TO:

- > Use procurement and the supply chain within the global environment
- > Evaluate the potential value-adding role of procurement and the supply chain functions and how they can contribute to competitive advantage
- > Critically analyse a wide range of industry contexts, apply theory to solve real-life issues to aid decision making and provide recommendations
- > Develop analytical skills through selection of theoretical concepts, tools and techniques for use in problem solving and decision making as triggers for performance improvement initiatives

## COURSE CONTENT:

- > Operations Management
- > Finance for Managers
- > Managing People
- > Business Environment
- > Purchasing Principles and Law
- > Supply Chain Management
- > Strategic Purchasing
- > Research Methods
- > Dissertation based on the areas of purchasing and supply chain

## KEY ISSUES

Purchasing and supply chain management essentially deals with the coordination of a network of interconnected businesses dealing with the provision of products and services. This involves a wide range of activities from supplier selection, contract negotiation, performance management, movement and storage of raw materials, management of inventory and finished goods from point of origin to point of consumption.

Of equal importance is the effective and efficient development and management of this supply network and the relationships that are essential to deliver excellence. Globalisation and the current financial climate have highlighted the important contribution purchasing and supply chain management can make to the overall performance of an organisation. Furthermore, the effective and efficient management of supply chain operations, to which procurement is central, is essential in gaining competitive advantage in today's marketplace.

## PROGRAMME OVERVIEW

This course aims to provide students with the latest thinking on global purchasing and supply chain practices and trends. The course focuses on this specialist and strategically important element of business through exploring a wide range of analytical concepts and models, applying these to contemporary organisational contexts with the aim of improving both the quality of decision making and performance of the disciplines.

The course has been designed in line with the highest industry standards set out by the CIPS (Chartered Institute of Purchasing and Supply) to provide specialised knowledge and business management skills related to this field. From this, students will develop an understanding of the ongoing challenges when looking to achieve efficiency and effectiveness in everyday operations, management of supplier's performance, supplier selection, procurement strategy, public procurement, negotiation, contract law, building supply relations, managing supply networks and supply chain sustainability.

In addition, the course covers current issues affecting this sector such as 'green' supply, risk management and humanitarian supply chains through analysing cross-industry supply chains and procurement operations, providing a contemporary view of purchasing and supply chain management. There will be a number of visiting guest speakers from industry and the course provides opportunities to network and enhance individuals' profiles with industry and local organisations.

## WHO SHOULD ATTEND

This course is suitable for those with an undergraduate degree looking to build a career within a supply chain and procurement role. It is also suitable for current practitioners who would like to further develop their knowledge, critical analysis and decision-making skills in this specialist area and gain a respected qualification.

## BENEFITS TO YOU

This course is fully accredited by CIPS, ensuring that the content is in line with requirements for MCIPS membership status. The institution is committed to maintaining high standards of professional skill, ability and integrity amongst all practitioners engaged in purchasing and supply management. This is achieved through ensuring all accredited courses meet the specifications of their own professional qualifications programmes. The accreditation of this course ensures you have the necessary knowledge and skills to match these requirements and to gain recognition within the sector.

## CAREER OPPORTUNITIES

Career opportunities are wide and varied, spanning public and private organisations across industries ranging from oil and gas to retail. Previous graduates have progressed into specialist procurement and supply chain management roles across industries around the globe including logistics manager in oil and gas, supply chain manager in the retail sector, buyer in the aerospace industry and operations manager in an oil and gas services company.

## BENEFITS TO ORGANISATIONS

The focus of the course is to encourage young and experienced professionals alike to develop specialist knowledge in the field and to be able to apply theory to practice to positively influence purchasing and supply chain operations through performance improvement initiatives. Throughout the course, participants will develop specialist skills and knowledge and business skills which will enhance personal development and the ability of the individual to make a valuable contribution to the purchasing and supply chain functions and the organisation as a whole.

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time, Part-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
 January

 **COURSE DURATION**  
Full-time 1 year  
Part-time 3 years  
ODL 3 years

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Carol Air  
c.a.air@rgu.ac.uk  
T +44 (0)1224 263039

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  


 **FEES**  
Total cost of MSc\*:  
  
Full-time  
UK/EU  
£3,400  
  
Full-time  
International  
£8,900  
  
Part-time, ODL  
UK/EU/International  
£8,544

\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**

# QUALITY MANAGEMENT

## MSc

### YOU WILL LEARN TO:

- > Use quality management in the global environment as a key contributor to organisational success
- > Evaluate the potential value-adding role of organisations pursuing a Total Quality Strategy and how it can contribute to competitive advantage
- > Critically analyse, with a systems and process focus, a wide range of quality-related industry contexts solving real-life issues to aid decision making and recommendations
- > Develop skills of analysis through appropriate selection of theoretical concepts, tools and techniques for use in problem solving and decision making as triggers for performance improvement initiatives. Concepts, tools and techniques will focus on the areas of Process Mapping; Quality Control; Quality Assurance; Quality Improvement; Leadership, teamwork and culture; and Performance Management

### COURSE CONTENT:

- > Operations Management
- > Quality Systems
- > Quality Improvement
- > Finance for Managers
- > Performance Planning and Decision Making
- > Managing People
- > Business Environment
- > Research Methods
- > Dissertation based on quality related research

### KEY ISSUES

Resource efficiency and sustainability are both top of the political, economical and environmental agenda, nationally and internationally. Financial and environmental costs associated with these are often underestimated. As a result of this, organisations today are experiencing pressures to improve performance through increased efficiencies and reduction of waste across the organisation and supply network, making the management of quality and performance at an operational and strategic level more essential than ever.

Getting quality right first time and managing performance effectively can contribute to improved business performance considerably. A significant amount of research exists which proves that improved quality performance leads to a reduction in waste, increased efficiencies, job enrichment; and getting it right first time contributes to an increase in customer satisfaction, in turn increasing profitability.

Quality management ensures the effective design of processes that verify customer needs, plan product lifecycle and design and produce and deliver the product or service. Quality management also incorporates the measurement of all process elements, the analysis of performance, and the continual improvement of the products, services and processes that deliver them to the customer.

### PROGRAMME OVERVIEW

This course will provide you with a comprehensive understanding of quality management, focusing on Total Quality Management (TQM), Performance Management and Improvement. You will also gain in-depth knowledge of the relationship between the provision of product and service quality and performance management through the use of specific tools and techniques. The main focus is on the preferred outcomes of product and service users and other key stakeholders; the processes that need to be in place to achieve these outcomes; and the organisation's capability to support its people and processes in delivering the outcomes required.

This course is delivered via our online virtual learning environment (Campus Moodle) allowing you to interact effectively with lecturers and colleagues alongside accessing a wide variety of online resources. Classes are small, simulating the traditional classroom environment. Course materials are uploaded for you to read and later discuss with lecturers and other participants. You will be working on both small group-based activities as well as individual assignments. Interactivity is a key component in this course and has been specifically designed to accommodate busy professionals. The course is delivered through a variety of online technologies like discussion forums, online materials, tutorials, online activity work, practical work, student-centred learning and private study.

### WHO SHOULD ATTEND

This course is suitable for both those with an undergraduate degree looking to build a career within quality management and existing practitioners who wish to develop knowledge, understanding and business management skills to progress within the profession.

### BENEFITS TO YOU

The structure of the course allows you to gain the skills and knowledge which are applicable to a variety of different sectors, enabling you to enter your chosen industry with the necessary qualifications. This course is fully accredited by the Chartered Quality Institute (CQI). The Institute is committed to maintaining high standards of professional skill, ability and integrity amongst all practitioners. This is achieved through ensuring all accredited courses meet the specifications of their own professional qualifications programmes. The accreditation of this course by the CQI demonstrates that you will acquire the necessary knowledge and skills to match these requirements and to gain recognition within the sector.

### CAREER OPPORTUNITIES

This course will equip you for a career as a leading quality professional within both public and private sectors across industries globally. Previous students have gone on to work as quality managers within an automobile manufacturer, health sector and oil and gas services companies.

### BENEFITS TO ORGANISATIONS

The key focus of this course is to provide you with knowledge and understanding of quality management systems to enable your organisation to deliver products and services effectively and efficiently. It has been designed for those managing, designing, implementing or assessing quality systems that aim to meet quality systems standards. These tools and techniques will allow you to improve all aspects of your organisation's products, services and processes, providing you with a toolkit of improvement mechanisms for use within your work environment.

The course is designed to enhance knowledge of TQM which would enable participants to develop and influence strategy whilst understanding operational and quality tools and techniques and the potential benefits gained through implementation.

### KEY DETAILS

 **STUDY OPTIONS**  
Online Distance Learning (ODL)

 **START DATES**  
September  
January

 **COURSE DURATION**  
ODL 3 years

 **FUNDING**  
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MSc

 **EXIT AWARD**  
PgCert/PgDip/MSc

 **COURSE LEADER**  
Carol Air  
[rc.a.air@rgu.ac.uk](mailto:rc.a.air@rgu.ac.uk)  
T +44 (0)1224 263039

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  
  
Chartered Quality Institute

 **FEES**  
Total cost of MSc\*:  
ODL  
UK/EU/International  
£8,544  
\*Course fees will differ depending on your final exit award

 **APPLY ONLINE NOW**



# MASTER IN BUSINESS ADMINISTRATION

## WHY CHOOSE AN MBA?

There are a number of reasons why you may wish to undertake an MBA programme. For many prospective MBA students it may be that you have worked within industry for a number of years and are now ready to capitalise on your experience after obtaining your initial qualifications. Most applicants aspire to more senior positions or in some cases they wish to branch out and set up their own business. Whatever your motivation, an MBA requires serious commitment and focus and will lead you towards achieving your professional goals.

## WHY STUDY AN MBA AT ROBERT GORDON UNIVERSITY?

### Accreditation

Our accreditations demonstrate the quality of our MBA programmes, meeting the highest industry standards and providing you with a seal of approval of the School, department, staff, course content and modes of study.



### Career progression

Our MBA Careers and Employability programme is a suite of workshops designed to stimulate your thinking, put you in control of your career planning and prepare you to compete effectively in the dynamic and competitive employment market. Therefore, no matter what your ambition may be – career development within your existing company or sector, complete career change or even setting up your own business – our quality assured service can help you.

### MBA Students Association and MBA Alumni Association

You will be part of a vibrant MBA community with a dedicated MBA Student Association working alongside the department to organise events and activities throughout the year.

Once you have completed the programme, you can then become a member of the MBA Alumni Association with chapters in many

different countries fostering a global network through our innovative online portal. This allows you to access information about events; opportunities for continuous professional development; Business Source Premier, the industry's most popular business research database of more than 2,300 journals; fellow alumni including online discussion forums and discounts and promotions from other organisations.

### Industry specific content

We work closely with industry to design and continuously develop our MBA offering. This on-going interaction with CEOs, directors and key managers continues to ensure the curriculum is relevant, current and appropriate to the needs of senior managers of the future. The MBA is taught by experts and leading academics who have had successful careers within the corporate world.

## MBA OIL AND GAS MANAGEMENT

### International reputation

Our MBA programmes have gained international recognition through our academic collaborations within the Energy Sector in the United States, Australia, Europe and the Middle East. We also deliver corporate programmes to a range of Energy companies including Total, Amec, BJ Services, Sonatrach and PdVSA.

### European energy hub

Situated at the heart of the offshore North Sea oil and gas industry, specialised expertise within this area is recognised the world over and has made Aberdeen the energy hub it is today. We are located within five miles (8km) of over 100 major oil and gas companies, including BP, Shell, Total, Taqa, Chevron, Exxon Mobil, and ConocoPhillips.

### International collaborations

Meeting the needs of a global industry requires an international outlook, a network of academics, and strong relationships with industry. We therefore work hard to foster and maintain international collaborations in the main hubs around the world. We collaborate with a number of institutions such as the Curtin Graduate School of Business (Australia), the University of Vaasa (Finland), University of Tulsa (USA), King Faisal University (Saudi Arabia) and the University of Stavanger (Norway).

# YOUR MBA EXPERIENCE

**Our MBA programmes are student-centric and have been specifically designed to provide an intensive course which blends academia and practical application, builds confidence and competency through personal experience, and is focused on your career development.**

## STUDY OPTIONS MBA/MBA OIL AND GAS

### Full-time

This is the traditional and quickest option for completing an MBA and requires full attendance for the duration of the programme. If you are looking to focus solely on your studies, this option will allow you to gain the knowledge and practical skills you require within the shortest amount of time (approximately 14 months).

### Part-time (weekend delivery)

If you are looking to continue working during your studies or have other commitments which will not allow you to undertake a full-time course, this option allows you to incorporate studying with other responsibilities. Part-time courses take approximately 32–36 months to complete and cover the same curriculum as the full-time MBA.

### Online Distance Learning

If you are unable to study on campus we have developed an award-winning online MBA that allows you to study off campus, giving you a greater degree of flexibility. This course does not differ in content from those taught on campus; the difference lies with the mode of delivery via our online virtual learning environment Campus Moodle (Modular Object-Oriented Dynamic Learning Environment). The duration is 32–36 months and the modules run in parallel with the part-time course.

You will be taken through an induction on Campus Moodle by Course Leaders, ensuring you understand how to use this effectively, where to find resources, how to contact your Course Leaders and the use of multimedia such as podcasts and virtual classrooms.

## PROGRAMME HIGHLIGHTS

In addition to the course content outlined on the following course page, we have designed all our MBA programmes to include the key elements below. This practical and diverse approach will allow you to culminate and put your knowledge and skills into practice providing a practical and diverse approach.

### Interactive Business Simulation Exercise

All students come together over two weekends to participate in the Business Simulation Exercise. You will be placed in teams of three or four to compete against other teams to manage a fast-moving global technology company. The simulation exercise encourages all MBA students to bring together all their course learning and prior experience to demonstrate and apply their strategic management and functional management skills in a safe but competitive environment. This is an intense but enjoyable experience challenging your technical and interpersonal skills.

### Leadership Week

The Business Simulation Exercise leads to Leadership Week, an intensive six-day event for all MBA students with guest speakers from academia and industry. This includes an outdoor leadership development day and a career leadership event where you will be able to meet and network with fellow MBA students and executives from local businesses.

### Consultancy Project

This seven-week project gives you the opportunity to apply the knowledge, skills and understanding gained from the taught elements of the course within a business context. The MBA project emphasises the analysis resolution of strategic issues within a practical and often global business environment.

## MBA

### Full-time

#### COURSE CONTENT:

- > Business Economics
- > Financial and Management Accounting
- > Corporate Finance
- > People Management and Organisational Development
- > Strategic Management Environment
- > Strategic Operations and Project Management
- > New Media Marketing
- > Business Creativity, Innovation and Technology
- > Commercialisation Project
- > Leadership, Communication and Change
- > Strategic Management
- > Consultancy Project

### PROGRAMME OVERVIEW

Our MBA programme enables you to develop advanced leadership skills and an understanding of the functional components of management before moving into areas of specialist study and strategic management.

You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure, you will gradually gain experience of decision making in relation to a range of business functions. Through your choice of specialist modules, you will develop an in-depth understanding of a particular aspect of business management, allowing you to tailor your course to your career aspirations.

This fundamental knowledge will then be applied at a strategic level in the strategic management and leadership modules where you will gain practical skills in analysis of complex corporate situations and generation of effective and innovative strategies for organisational success.

The final project module will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

You will be taught via a combination of guest speakers, seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. Previous guest presentations have included national and local senior managers discussing key topics such as challenging strategic issues of turnaround and managing decline.

The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses.

You will have access to our online student portal, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include a dedicated MBA suite equipped with PCs and a range of supportive and dynamic learning materials, including lecture slides, case studies, study groups, video footage and full library resources.

To complete the MBA programme, there are two compulsory group exercises (11 days in total) which all MBA students are required to attend; these include the Business Simulation Exercise and Leadership Week. See MBA overview on p47 for details.

All members of staff, whether part of the MBA management team, the academic faculty, the support team or technical team, are approachable and open.

### CONSULTANCY PROJECT

The full-time course concludes with a seven-week group consultancy project, allowing you to put into practice leadership and strategic-thinking skills developed during the course. MBA projects are designed to enhance career options by developing and enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real opportunities facing an organisation or government.

You will work as a group, consulting with a local business on an agreed issue relating to its operations. This element of the course is designed to enable you to apply knowledge within a practical context, face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment.

We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of your host organisation. For many students project 'buy-in' opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

### WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions.

### ENTRY REQUIREMENTS

- 1st class or 2nd class upper (2:1) Honours-level degree
- Minimum three years' professional experience that includes some management responsibility of people, resources, projects or finance

### KEY DETAILS



**STUDY OPTIONS**  
Full-time



**START DATES**  
September  
January



**COURSE DURATION**  
Full-time 14 months



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MBA



**COURSE LEADER**  
Isabel J Grant  
[i.grant@hotmail.com](mailto:i.grant@hotmail.com)  
T +44 (0)1224 263019



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**ACCREDITATION**  
Association of MBAs  CMI  
Chartered Management Institute



**FEES**  
UK/EU/International  
£15,850



**APPLY ONLINE NOW**

## MBA

Part-time/  
Online Distance  
Learning

## MBA Course Content

- > Business Economics
- > Financial and Management Accounting
- > Corporate Finance
- > People Management and Organisational Development
- > Strategic Management Environment
- > Strategic Operations and Project Management
- > New Media Marketing
- > Business Creativity, Innovation and Technology
- > Commercialisation Project
- > Leadership, Communication and Change
- > Strategic Management
- > Consultancy Project

## MBA Oil and Gas Management

- > Energy Marketing
- > Financial and Management Accounting
- > Corporate Finance
- > People Management and Organisational Development
- > Strategic Management Environment
- > Strategic Operations Management: Oil and Gas
- > Oil and Gas Management
- > Oil and Gas Economics
- > Leadership, Communication and Change
- > Strategic Management
- > Consultancy Project
- > Plus two electives from:
  - > Project Fundamentals
  - > Energy Policy and the Environment
  - > Oil and Gas Markets
  - > Natural Resource Economics
  - > Oil and Gas Contract Law
  - > Health, Safety and Risk in an Organisational Context

## PROGRAMME OVERVIEW

Our MBA programme enables you to develop advanced leadership skills and an understanding of the functional components of management before moving into areas of specialist study and strategic management.

You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure, you will gradually gain experience of decision making in relation to a range of business functions. Through your choice of specialist modules, you will gain an in-depth understanding of a particular aspect of business management, allowing you to tailor your course to your career aspirations. This fundamental knowledge will then be applied at a strategic level in the strategic management and leadership modules where you will gain practical skills in analysis of complex corporate situations and generation of effective and innovative strategies for organisational success.

The final project module will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

All students work within a study-group environment on case studies, team activities, presentations and discussions. The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses.

You will have access to our online student portal, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include a dedicated MBA suite equipped with PCs and a range of supportive and dynamic learning materials, including lecture slides, case studies, study groups, video footage and full library resources.

To complete the MBA programme, there are two compulsory group exercises (11 days in total) which all MBA students are required to attend; these include the Business Simulation Exercise and Leadership Week. See MBA overview on p47 for details.

All members of staff, whether part of the MBA management team, the academic faculty, the support team or technical team, are approachable and open.

## PART-TIME

This course has been designed to fit around your work commitments, allowing you to complete the MBA on campus (weekend delivery) whilst continuing to work. Similar to the full-time MBA programme, you will be taught via a combination of guest speakers, seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. You will cover the same modules as the full-time course, however these will be split over the first two years culminating in a dissertation in the final year.

The dissertation (which replaces the Consultancy Project from the full-time course) allows you to work internally with colleagues on an issue relating to your organisation. You will be supported by a tutor throughout the process, who will work with you to ensure your chosen topic is strategic in nature and sponsored directly by the managing director or chief executive officer of your organisation. For many students, project 'buy-in' opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

## ONLINE DISTANCE LEARNING

The *Financial Times* and *Business Week* rank our online MBA in the top 40 online MBA programmes available globally.

As per the part-time programme, the online MBA has been designed to fit in and around your work commitments, allowing you to study from any location. You will be taught via our virtual learning environment Campus Moodle, which allows us to recreate the same challenging interactive format of the on-campus MBA programmes for those studying at a distance. The online MBA uses the same material and content as the full-time on-campus course and is delivered by the same subject specialists.

This course follows the same curriculum as the full-time programme and you will be taught via a mixture of online lectures (live and recorded), guest speakers, facilitated group activities, discussion forums and individual exercises culminating in a dissertation.

The dissertation (which replaces the Consultancy Project from the full-time course) allows you to work internally with colleagues on an issue relating to your organisation. You will be supported by a tutor throughout the process who will work with you to ensure your chosen topic is strategic in nature and sponsored directly by the managing director or chief executive officer of your organisation. For many students, project 'buy-in' opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

## WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions.

## ENTRY REQUIREMENTS

- 1st class or 2nd class upper (2:1) Honours-level degree
- Minimum three years' professional experience that includes some management responsibility of people, resources, projects or finance

## KEY DETAILS



**STUDY OPTIONS**  
Part-time,  
Online Distance Learning (ODL)



**START DATES**  
September  
January



**COURSE DURATION**  
Part-time 32–36 months  
ODL 32–36 months



**FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



**FINAL AWARD**  
MBA



**COURSE LEADER**  
Allan Scott  
[a.scott@rgu.ac.uk](mailto:a.scott@rgu.ac.uk)  
T +44 (0)1224 263428



**FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)



**ACCREDITATION**



**FEES**  
Part-time  
UK/EU/International  
£12,000  
  
ODL  
UK/EU/International  
£12,000



**APPLY ONLINE NOW**

## MBA INFORMATION MANAGEMENT

### COURSE CONTENT:

- > Business Economics
- > People Management & Organisational Development
- > Financial and Management Accounting
- > Strategic Management Environment
- > Corporate Financial Management
- > Strategic Operations and Project Management
- > Knowledge Asset Management
- > Strategic Management
- > Leadership, Communication and Change
- > Strategic Management
- > Business Information and Intelligence
- > Consultancy Project (Information Management)
- >
- > Choose 1
- > New Media Marketing
- > Marketing Concepts

### PROGRAMME OVERVIEW

This newly developed MBA programme enables you to develop knowledge and skills relating to the strategic importance of Information Management in both public and private sector organisations. It also addresses a gap in provision of professional education for existing and aspiring Information Managers at executive level.

The emphasis of the course is on strategic management of information and knowledge assets in organisations. It is not an information technology or information systems based course and is of direct relevance to organisational information management professionals.

The course includes 9 core AMBA accredited business, strategic and management modules which sit within all of our MBA programmes. All modules are rooted in professional practice and are designed to facilitate the application of strategic thinking and leadership to business and information management.

Through the course structure, you will gradually gain experience of decision-making in relation to a range of business functions. This fundamental knowledge will be applied at a strategic level in the strategic management and leadership modules where you will gain practical skills in analysis of complex corporate situations and generation of effective and innovative strategies for organisational success. The final project module will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

Information and its effective management are central to the success of business organisations and our knowledge-based society. This course is designed for professional practice in management at middle and higher levels for those with managerial experience in data management, information management, records management or knowledge management but who may have moved in to management in this area from different scientific, technical or administrative business function.

This course has been designed to fit in and around your work commitments, allowing you to study from any location. You will be taught via our virtual learning environment CampusMoodle, which allows us to recreate the same challenging interactive format of the on-campus MBA programmes for those studying at a distance delivered by the same subject specialists. You will be taught via a mixture of online lectures (live and recorded), guest speakers, facilitated group activities, discussion forums and individual exercises culminating in a consultancy project.

You will be supported by our MBA Information Management online student portal providing you with dedicated online tutorial support and networking throughout the course allowing you to engage with the full level of services available on-campus and online. The Forum will facilitate document sharing, content creation (for example, wikis) and electronic communication with Tutors and peers (using chat, discussion forums and video conferencing). This forum will allow you to share experiences, engage in debate and contextualise their knowledge across all modules of the course. In addition, the core business and strategic and management modules

are contextualised for the MBA IM students through relevant case studies and assignments.

If you are studying locally you will also have access to our dedicated MBA suite equipped with PC's and a range of supportive and dynamic learning materials including: lecture slides, case studies, study groups, video footage and full library resources.

#### Consultancy Information Management Project

The final MBA consultancy project is typically conducted within the student's organisation and addresses an information management problem.

This seven-week group consultancy project, allows you to put into practice leadership and strategic-thinking skills developed during the course. MBA projects are designed to enhance career options by developing and enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real opportunities facing an organisation or government.

This element of the course is designed to enable you to apply knowledge within a practical context, face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment.

We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of your host organisation. For many students project 'buy-in' opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

#### WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions.


This course is suitable for those who will normally hold a first degree at Honours level (first class or upper second class) or equivalent. Those without a first degree who have five or more years senior management experience may gain access following successful completion of the Graduate Certificate Information Studies course (one year distance learning).

### KEY DETAILS


 **STUDY OPTIONS**  
Online Distance Learning (ODL)

 **START DATE**  
January


 **COURSE DURATION**  
Part-time 3 years

 **FUNDING**  
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MBA

 **COURSE LEADER**  
Dr Laura Muir  
[l.muir@rgu.ac.uk](mailto:l.muir@rgu.ac.uk)  
T +44(0)1224 263853

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **FEES**  
Fees for this course are currently under review

 **APPLY ONLINE NOW**

# MBA OIL AND GAS MANAGEMENT

## COURSE CONTENT:

- > Energy Marketing
- > Financial and Management Accounting
- > Corporate Finance
- > People Management and Organisational Development
- > Strategic Management Environment
- > Strategic Operations Management: Oil and Gas
- > Oil and Gas Management
- > Oil and Gas Economics
- > Leadership, Communication and Change
- > Strategic Management
- > Consultancy Project
- > Plus two electives from:
- > Project Fundamentals
- > Energy Policy and the Environment
- > Oil and Gas Markets
- > Natural Resource Economics
- > Oil and Gas Contract Law
- > Health, Safety and Risk in an Organisational Context

## PROGRAMME OVERVIEW

The energy sector is a dynamic and demanding industry, continuously facing challenges and experiencing exciting new developments. Global competition is forcing all organisations operating within this industry to concentrate on developing strong management competencies, providing career opportunities for existing and prospective managers.

Our Oil and Gas Management MBA is the only AMBA accredited course of its type. In addition to its AMBA status, the online (e-MBA) course has also been listed as one of the top Distance Learning MBAs available globally by the *Financial Times* and *Business Week*.

This innovative MBA programme enables you to develop advanced skills in strategy and management relating to the energy sector. You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure you will also gain experience of decision making in relation to a range of business functions. Within your choice of specialist energy management modules, you will gain an understanding of the theory, practice and execution of business decisions within an energy context. This fundamental knowledge will then be applied at a strategic level in the strategic management module. The final project module will have an energy management focus and will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

Depending on your choice of study mode, you will be taught via a mixture of seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. You will also participate in the business simulation exercise, leadership week and the consultancy project placement.

All students work within a study-group environment on case studies, team activities, presentations and discussions. The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses.

You will have access to our online student portal, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include dedicated computers, a dedicated MBA suite equipped with PCs, a range of supportive and dynamic learning materials including lecture slides, case studies, study groups, video footage and full library resources.

All members of staff whether part of the MBA management team, the academic faculty, the support team or technical team are approachable and open.

## CONSULTANCY PROJECT

The course concludes with the oil and gas project and allows you to put into practice leadership and strategic-thinking skills developed during the course. MBA projects are designed to enhance career options for all students by developing and enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real opportunities facing an organisation or government department/agency.

Projects concerned with strategy in the oil and gas industry naturally bridge disciplines, functions and national boundaries and require considerable competence from students. Previous projects have ranged from developing an international gas utilisation and monetisation strategy in West Africa, through developing global strategy and franchising for a major oil company, to examining consultancy opportunities for one of the Big Four consultancy companies.

Through this seven-week project you will face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment. We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of the host organisation.

For many students, project 'buy-in' opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile providing significant benefits to both themselves and their employer. For full-time students it provides a vehicle to support the transition between being an MBA student to being a manager with an MBA.

## WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners within the oil and gas sector with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary energy manager. The course is aimed at middle to senior managers or those aspiring to these positions within the oil and gas industry. Within the structure of this course we offer significant choice to you in terms of oil and gas subjects, study mode and career path. The choice of energy industry-focused modules caters for the full spectrum of oil and gas strategic management activities.


## ENTRY REQUIREMENTS

- 1st class or 2nd class upper (2:1) Honours-level degree or equivalent professional qualification
- Minimum three years' professional experience in the energy industry or related sector. This should include some management responsibility of people, resources, projects or finance

## KEY DETAILS

 **STUDY OPTIONS**  
Full-time, Part-time,  
Online Distance Learning (ODL)

 **START DATES**  
September  
 January (ODL only)

 **COURSE DURATION**  
Full-time 14 months  
Part-time 32-36 months  
(weekend delivery)  
ODL (PT) 32-36 months

 **FUNDING**  
Available, visit  
[www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

 **FINAL AWARD**  
MBA

 **COURSE LEADER**  
Allan Scott  
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T +44 (0)1224 263428

 **FURTHER INFORMATION**  
[www.rgu.ac.uk/abs](http://www.rgu.ac.uk/abs)

 **ACCREDITATION**  
 

 **FEES**  
Full-time  
UK/EU/International  
£18,850  
  
Part-time  
UK/EU/International  
£16,000  
  
ODL  
UK/EU/International  
£16,000

 **APPLY ONLINE NOW**

## A-Z GLOSSARY OF MODULES

All modules covered within your course are listed on each of the course pages. The contents of the modules are summarised below.

### Applied Policy Research

This module provides you with an understanding of the role of research in the policy process, while comprehending the principles of research design in an applied context. You will study a range of research methodologies and assess the use of research evidence in policy from a critical perspective.

### Business Economics

This module provides you with an ability to critically assess economic principles and theories relevant to the analysis of business behaviour and the economic environment in which business organisations operate.

### Business Environment

This module provides you with appropriate models and frameworks to permit analysis of key elements of the external environments that may affect an industry and from this analysis assess the ways in which the business can deal with competition, satisfy customers and meet its own objectives.

### Business Information and Intelligence

This module aims to develop your knowledge and understanding of the types and value of business information and how it is managed and used to gain business intelligence.

### Business Marketing and Innovation

This module examines current issues in B2B marketing including organisational buying behaviour, segmentation, demand analysis, and marketing communication along with the complementary functions of purchasing and supply chain management.

### Business and People Skills

This module allows you to develop transferable business skills that will be utilised in further academic study and which can be applied in the workplace.

### Change Management

This module provides you with an understanding of the processes which drive organisational change and the underpinning theoretical principles for managing change, as well as the skills and knowledge necessary to clearly identify the requirements for organisational change, and from critical analysis, determine and formulate justifiable strategies and action programmes for implementing change.

### Commercial Realities for Project Management

This module promotes an understanding of the key commercial issues for project managers.

### Corporate Financial Management:

This module provides you with both the theoretical underpinning and the analytical skills required to effectively evaluate corporate financial management decisions.

The content of this module will normally cover the following issues: Firm's Risk profiling, Estimation of firm's weighted average cost of capital, Optimal capital structure, Firm Value Models, Shareholder value analysis, Firm's payout policy, The theory and practice of capital investments, Corporate bonds, Risk Management, Corporate restructuring, Sustainable growth frameworks.

### Comparative Government

This module provides you with awareness, understanding and the analytical tools of institutions and actors involved in a comparative perspective. In particular, to highlight the roles and interplay between executive, bureaucratic, legislative, judicial and other actors both within and across the national, supra-national and sub-national levels of governance, using a comparative approach and drawing on examples from across Europe and beyond.

### Comparative International Tax Law

This module allows you to examine, analyse and critically evaluate the law at UK, EU and international levels as it relates to taxation and the resolution of tax disputes.

### Contemporary Intellectual Property Law

This module will allow you to explain and critically assess legal issues in respect of intellectual property rights in a changing global environment.

### Contemporary Public Services

The aim of this module is to examine the restructuring of the public services and assess their impact upon providers and users, as well as to evaluate the impact of public sector reforms upon the delivery and management of contemporary public services.

### Corporate Finance and Treasury

This module provides you with practical knowledge and skills to successfully manage a company's Treasury Operations and Capital Structure in a commercial environment.

### Doing Business Overseas

The aim of the module is to foster a substantive understanding of the central issues involved in trading internationally. These include the practicalities of engaging in both import and export, foreign investment and specific venture options.

### E-Business in Retail

This module looks at the development and impact of information technology on the retail sector. You will also evaluate the reasons behind the use of e-business and other IT applications in the running of the processes of the contemporary retail organisation and identify future developments and present a range of technology applications that could potentially impact on the development of the retail sector.

### E-Business Systems

This module allows you to critically analyse and evaluate the concept and application of electronic business, the systems that support it and the opportunities it presents.

### E-Business and IT Applications for Tourism and Hospitality

This module enables you to evaluate the theoretical rationale and the strategic application of e-business within the tourism and hospitality sectors, proposing future opportunities for e-technology.

### EC Law and Institutions

This module provides you with a greater comprehension of the nature of EC law through analysis of its institutions, sources of law, application of community law and an appreciation of the interaction of EC law with the law of member states and particularly the UK legal system.

### Economics of Business

This module provides you with an ability to critically assess economic principles and theories relevant to the analysis of business behaviour and the economic environment in which business organisations operate.

### Employee Relations

The aim of this module is to develop your knowledge and understanding of the principles and practices of human resource management in the area of employee relations, in both unionised and non-unionised organisations.

### Energy Policy and the Environment

This module enables you to critically undertake an appraisal of the key energy challenges facing the United Kingdom, and to place this in a broader European and international context.

### Energy Law and Policy

The module will seek to examine, analyse and critically evaluate the major legal and policy developments at UK, EU and International level, as it relates to the energy sector. It will develop an understanding of the various roles and responsibilities of the key players in the energy sector, including the principal legal and regulatory arrangements, and the relationship between energy and the environment, sustainable development and climate change. The module will seek to examine the principles and policies that are relevant to the energy sector.

### Energy Taxation

The module will seek to examine, analyse and critically evaluate the law at UK, EU and International level, as it relates to taxation and the resolution of tax disputes with particular reference to oil & gas taxation and the international tax treaty system. It will also seek to examine the principles and policies that make up the international oil and gas fiscal regime.

### EU Public Policy

This module will develop your understanding of the policy processes of the EU and of the ways in which interested organisations can manage their relationship with it.

**European Union Trade Law**

This module will enable you to develop in-depth knowledge and critically assess, the development of EU trade law; to facilitate an understanding of the nature of European integration and of the central importance of internal/single market policies (such as free movement of goods); and the relationship between the internal market and EU competition law.

**Events Management**

This module provides you with the ability to appraise and evaluate the complexities of the event management industry, integrating events and key underpinning theories including service quality, project management and operations management.

**Finance for Managers**

This module provides you with the conceptual understanding, skills and analytical techniques to take effective decisions and control financial resources.

**Financial Decision Making**

This module provides you with the conceptual understanding, skills and analytical techniques to take effective decisions to enhance financial value.

**Financial Theory**

This module provides you with the ability to critically assess the theories and principles of finance and develop these theories to analyse the behaviour of financial markets and institutions.

**Financial Information and Decision Making**

This module develops your ability to identify and evaluate the nature, context and format of the relevant financial information of companies and to analyse such information with respect to appropriate decision making.

**Financial Institutions and Markets**

This module allows you to understand the nature and structure of the financial institutions and markets and evaluate their role in the financial operations of companies.

**Financing Public Services**

The aim of this module is to analyse the costs of raising public funds and to provide students with public sector management tools which increase the efficiency of public sector finance.

**Global Civil Society**

This module provides you with an awareness and understanding of the way in which civil society has come to be a key concept in understanding contemporary political life. It surveys the links between globalisation and civil society.

**Global Marketing Management**

The aim of this module is to provide you with an understanding of the key dimensions of the international and global marketing environment from the perspective of a global marketing strategy.

**Governance and Public Policy Making**

This module provides you with an understanding of the concepts of 'public policy' and 'governance' and the ability to analyse these constructs in the context of governing.

**Hazard Identification and Risk Management**

This module will help you develop an understanding of the key principles of hazard identification and its effects on risk management in a range of workplace environments.

**Health, Safety and Risk in an Organisational Context**

This module develops a professional understanding of the principles and applications of risk management and the implications in an organisational context.

**Health Safety and the Law**

This module provides you with an in-depth understanding of the development of health and safety law in the United Kingdom.

**Health Safety and Risk: People Management**

This module will enable you to develop an understanding of the influence of people management issues in relation to health, safety and risk, namely competence, communication, control and co-operation in securing safe working practices.

**Health, Safety and Risk: Behavioural Management**

This module will help you to develop an understanding of the individual, group and organisational factors which may influence peoples' behaviour and performance in relation to health, safety and risk.

**Health Safety and Risk: Accident and Investigation Analysis**

This module will help you develop an understanding of accident investigation processes and relevant statistical analysis techniques.

**Health, Safety and Risk: Strategic Management**

This module will enable you to develop an understanding of organising, planning, implementing, reviewing and continuously improving the health, safety and risk management techniques at a strategic level.

**Health Safety and Risk: Professional Development and Practice**

This module will enable you to evaluate and reflect critically on your personal and professional development and practical learning experience, as well as the ability to demonstrate your capability to apply your knowledge and understanding of health and safety and risk management to a current workplace related problem.

**Human Resource Management**

This module will allow you to carry out a critical appraisal of both the theories and practices of human resource management as they relate to strategic management in a business context.

**Information Technology**

This module provides you with knowledge and understanding of IT and information systems and the knowledge and skills to apply software solutions to business and management issues.

**International Banking**

This module examines the role and importance of bank financial management to the modern bank. The main aim is to provide a rigorous understanding of the strategic context, the main techniques of practical financial management and decision-making process in banks.

**International Banking and Investment**

The aim of this module is to enable you to identify and evaluate the significance of recent trends in the international banking environment with particular emphasis on the implications of globalisation in the provision of banking services; and secondly to allow students to construct, manage and evaluate the performance of an international portfolio of securities.

**International Business**

The aim of the module is to study selected aspects of business relating to the management of the firm in an international environment.

**International Business Law**

This module will provide you with an understanding of the key legal principles involved in entering a contract in an international context.

**International Corporate Governance**

This module aims to give you an understanding of corporate governance issues, focusing initially upon the system in place within the United Kingdom and then exploring various governance systems across the world.

**International Financial Management**

This module allows you to critically evaluate the international financial environment of a multinational company, its unique risk exposures and the management of its international financial operations.

**International Trade Organisations**

In this module you will learn that the main aim of international trade organisations is to foster a substantive, contextual and critical understanding of the pre-eminent international trade organisations.

**Investment Management**

To provide students with the skills required to effectively design, manage and evaluate the performance of alternative investment portfolios.

**Knowledge Asset Management**

You will develop an understanding of the types and forms of knowledge assets and how these can be managed effectively in organisational contexts in order to achieve competitive advantage.

**Launching a New Venture**

This module will introduce you to the principles, methods and challenges of business venture creation. This module explores writing a business plan, raising finance, growth strategies and networking.

**Leadership Communication and Change**

This module aims to familiarise you with key theories of leadership, and associated controversies and to equip you with the skills required to influence the behaviour of others, as well as enhancing your awareness of group dynamics and team building processes.

**Leadership and Strategic Management**

The aim of this module is to enable you to assess and analyse the roles that leaders and managers play in formulating, implementing and evaluating strategy in public service organisations, as well as applying the principles and techniques of strategic management in a range of public service contexts.

**Learning and Development**

This module will allow you to develop knowledge and understanding of the principles and practices of human resource management in the area of learning and development.

**Legal Context of HRM**

The aim of this module is to enable you to advise management on the implications of existing and impending legislation and case law in relation to organisational resources, policies and practices.

**Managing Finance**

This module provides you with knowledge and understanding of the basic skills in the interpretation, application and communication of financial information.

**Managing Human Resources in a Business Context**

This module will provide you, from a human resource management perspective, with an understanding of the key issues and concepts associated with resource planning and organisational strategic decision making for firms operating within global, local and national business environments.

**Managing Information**

This module provides you with knowledge and understanding of the key principles and practices of managing information to support management decision making, especially in relation to financial resources.

**Managing and Leading People**

This module aims to give you a detailed understanding of the environmental, organisational and employment relationship factors which may influence the performance and commitment of people in organisations; in order to allow appreciation of how these factors can lead an organisation and its people towards high performance – or conversely, detract from or damage performance.

**Managing People**

This module aims to promote an understanding of the management of people within organisations by introducing key factors impacting on the structure and culture of organisations as well as the behaviour and attitudes of groups and individuals.

**Management Environment**

This module provides you with an introduction to business and management and examines the key issues associated with the internal and external environment within which organisations operate.

**Marketing**

This module provides you with an in-depth understanding and application of the principles and practice of marketing, with the ability to analyse, solve problems and undertake effective marketing decision making.

**Marketing Concepts**

This module will enable you to undertake a critical appraisal of marketing concepts, models, systems, strategies and processes. You will develop the ability to analyse, solve problems and undertake effective decision making in the context of marketing management within modern public and private sector organisations.

**Marketing Decisions**

This module allows you to undertake a critical appraisal of marketing models, systems, strategies and processes, and develop the ability to analyse, solve problems and undertake effective decision making in the context of practical marketing management.

**Market Research**

This module looks at the importance of market research, both primary and secondary, when making key business decisions to ultimately gain competitive advantage in the marketplace. You will also practise a range of research techniques including questionnaire design, sampling and data analysis.

**Natural Resource Economics**

You will gain a working appreciation of the fundamental areas of mineral/energy economics and mineral/energy economics in Australia. The content covers the economic analysis techniques, concepts and theories appropriate for decision making and policy formulation concerned with natural-resources issues. The relationship of non-renewable resource extraction to the economic development process will also be examined.

**New Media Marketing**

New media is becoming increasingly important. This module aims to introduce students to subjects such as online consumer behaviour, search marketing, social network and search engine optimisation, web management and online trading.

**Oil and Gas Contract Law**

This module is delivered online as part of an LLM degree in Oil and Gas Law. As a result you have the opportunity to engage with others studying this specialist subject. The module looks primarily at oil and gas contract law from a UK/North Sea perspective. You will develop an appreciation of the development of contract law in UK industry and examine contracts in terms of the legal, risk and dispute-resolution contexts.

**Oil and Gas Management**

This module introduces you to the nature and function of companies and other organisations involved in financial, commercial and contractual activities in the North Sea and worldwide oil and gas industries.

**Oil and Gas Markets**

This module provides a wide-ranging introduction to many of the key business-related issues in the global oil and gas industry with specific focus on energy markets, pricing, risk management, project finance, energy policy and geopolitical issues impacting the oil and gas industry.

**Operations Management**

This module provides you with an understanding of the concepts, systems and strategies relevant to operations management and an ability to analyse and solve problems associated with the design, planning and control of the production of goods and services through the application of key operational concepts and theories.

**Operations Management: A Supply Chain Approach**

This module enables you to undertake a critical appraisal of your organisation's operations using the supply chain approach and to understand the ways in which strategic objectives are translated into decision making within operations and the wider supply chain.

**Operations Management: Oil and Gas**

This module discusses and debates the key principles and concepts of operations management in the context of the upstream oil and gas industry. It enables you to undertake a critical appraisal of an organisation's operations and supply chain to understand the ways in which strategic objectives are translated into decision making.

**Performance, Planning and Decision Making**

This module provides a comprehensive, integrated understanding of the descriptors and measures used to evaluate and forecast business performance, preparing you to analyse and apply this information to make balanced decisions and develop plans for a business.

**Personal and Professional Development**

The aim of this module is to provide you with the opportunity of demonstrating knowledge and professional competence in a live HR context and a commitment to Continuing Professional Development (CPD) through systematically and continuously reviewing personal development.



**People Resourcing and Reward**

This module allows you to develop your knowledge and understanding of the principles and practices of human resource management in the area of people resourcing and the related area of employee reward.

**Petroleum Economics and Asset Management**

This module provides you with a working understanding of the role of petroleum economics in field development as well as through life incremental projects. The module examines these economic studies in the context of modern asset management-based organisation for oil and gas facilities where multi-discipline processes are typically deployed.

**Policy Analysis**

This module provides you with knowledge and understanding of the central concepts, approaches and methods of policy analysis and the ability to apply the skills of policy analysis in a practical context.

**Professional Body of Knowledge for Project Management**

This module provides you with the ability to synthesise knowledge and understanding, principles and practices in project management and apply these to meet the requirements of the project management profession.

**Project Fundamentals**

This module promotes an understanding of the key principles, concepts and strategies of project management while examining the broad project environment and applying project management tools and techniques to a real project.

**Project with Oil and Gas Management Focus**

This module develops business consultancy skills that are transferable into the business consulting profession or in internal consultancy positions within organisations. These skills will be developed through business research and/or consultancy practice within an organisation.

**Project Organisation and Behaviour**

This module provides you with an understanding of organisational learning, roles and behaviours, the interaction between conflict management and negotiation within the context of projects, and the nature of leadership and personnel management in the support and facilitation of teamwork.

**Project Planning and Control**

In this module you will critically assess, within a problem-solving environment, the processes and strategies undertaken by project managers to define, plan control and deliver project requirements.

**Project Strategy and Leadership**

This module enables you to undertake a critical appraisal of an organisation's project operations using the models, theories and principles of project management and to understand the importance of strategy and leadership to the successful delivery of projects. In particular, the module is concerned with identifying ways in which strategic objectives are translated into decision making within projects and project portfolios.

**Projects: The Operational Context**

This module provides you with an overview of the key principles, practices and concepts of project management and its tools and techniques and an understanding of the broad project environment.

**Projects: The Change Context**

This module allows you to understand the implications of change in projects, specifically in the safety, technical and commercial and contractual areas to ensure that the limitations of change are minimised and opportunities are maximised. It also ensures that operations and processes conform to work procedures and/or established safe working practices and when deviations or change arise that they are managed effectively and safely.

**Projects: The Commercial Context**

This module allows you to appraise the implications of financial and supplier issues within the project environment.

**Projects: The Strategic Context**

This module enables you to gain a fundamental understanding of the corporate strategic process and how it relates to project management. The concept of leadership and its input into the strategic process, and its ramifications for team management are a significant part of this module.

**Public International Law**

This module will allow you to develop and foster a substantive, contextual and critical understanding of the nature and effect of public international law.

**Purchasing Principles and Law**

This module provides you with knowledge and understanding of key legislation that directly impacts upon purchasing decisions. It gives you a sound understanding of some key technical aspects relative to the purchasing function in organisations. It also encourages critical evaluation of some of the important purchasing tools and techniques.

**Quality & Environmental Management Systems**

This module promotes an understanding of the contribution of quality and environmental management systems to the achievement of organisational effectiveness.

**Quality Improvement**

This module discusses and debates the key principles and concepts of continuous improvement. You will evaluate the contribution of theorists in the field of quality management and critically assess the impact of self-assessment and measurement models in the drive for continuous improvement. You will also compare and contrast recent developments in quality and their impact on improvement.

**Regional Economic Integration**

This module will further your understanding of European and international economic interdependence at an advanced level, and will allow you to assess the tension and cohesion between state and market forces in the political and economic evolution of the European Union.

**Retailing in Context**

This module looks at the scope and location of retail structures in the UK and the strategic development open to retailers. You will also examine the relationship within the supply chain process to support retail activity.

**Risk and Safety Management**

This module will allow you to develop a professional working understanding of the principles and applications of risk and safety management as they apply in project management.

**Social and Cultural Marketing**

This module examines current marketing issues, with particular focus on corporate social responsibility, ethics and social marketing. You will analyse the main issues involved with developing and implementing a framework for social marketing in not-for-profit organisations and learn to critically evaluate the role of ethics and social responsibility in today's organisations and their impact on marketing activities.

**Social Welfare**

The aim of this module is to develop an understanding of the policy process in an applied context.

**Strategic Management**

This module provides you with a comprehensive understanding of the strategic management process for profit and not-for-profit organisations, which integrates the other core modules and provides a platform for the practice or further study of business activities. The module will also provide further understanding and experience of current strategic thinking and practice which identifies corporate success, excellence and strategic leadership to contribute to innovative decision making at senior and corporate level.

**Strategic Management Environment**

This module aims to provide an introduction to the strategic management environment and set the context for comprehensive study of strategic management in a range of contexts. You will explore key components of the strategic management environment and develop knowledge and skills in the interpretation of the strategic management environment through an exploration of approaches and techniques which contribute to complex problem identification in uncertain and dynamic business environments.

**Strategic Management in Tourism and Hospitality**

This module enables you to appraise, design, implement and evaluate future orientated plans for interacting with competitive environments from the perspective of tourism and hospitality related organisations and destinations as well as giving understanding and experience of current strategic thinking and practice which identifies corporate success, excellence, and strategic leadership to contribute to decision making in the tourism and hospitality business arena.

**Strategic Operations and Project Management**

This module will enable you to understand the fundamental importance of operations management and the relationships between stakeholder needs, organisational objectives and operational strategies. You will be required to analyse a range of strategic options available to operations decision-makers and to appraise and select the most appropriate sustainable operational strategies. You will learn to understand and apply the stage-gate approach to managing projects; to appraise, select, plan, control, manage and critically analyse the operational performance of organisations.

**Strategic Purchasing**

This module promotes an understanding of the contribution of the purchasing strategy to the achievement of organisational objectives.

**Supply Chain Management**

This module promotes an understanding of the contribution of the integrated supply chain to the achievement of organisational effectiveness.

**Technical Implementation Team Project**

This module provides an opportunity for you to demonstrate knowledge and professional competence in the technical implementation of projects as part of a project team and to instil a commitment to Continuing Professional Development (CPD) through an ability to systematically and continuously review personal development.

**The Consumer, Media and Communications**

This module examines the theories and concepts of consumer behaviour. You will learn to apply theories to the development of effective marketing and communication mixes. You will also critically analyse the communication process and the communications industry.

**Treasury Management**

This module provides you with the ability to understand and analyse the theories, concepts, procedures and structure of treasury management in companies and to implement and evaluate exposure hedging techniques for treasury risks.

**Values and Ethics in a Democratic Context**

The module will allow you to examine the use and the importance of key values that underpin the operations of public sector organisations and the development of public policy. It will also help you to analyse how values and ethics relate to the theory and practice of democracy.

**World Trade and Money**

This module allows you to examine the key areas of international trade and payments at an advanced level while furthering your understanding of developments in international trade policy and monetary regimes. You will analyse the trading patterns of selected countries, with special reference to Asian economies and emerging markets. You will also gain greater understanding of the implications of exchange rates, international debt and financial crisis.



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## HOW TO APPLY

The quickest and most efficient method of applying for any postgraduate course at Robert Gordon University is to apply online at [www.rgu.ac.uk/applyonline](http://www.rgu.ac.uk/applyonline)

### ENTRY REQUIREMENTS

All postgraduate courses in this guide are suitable for those who possess an undergraduate Honours degree in any discipline. Other qualifications and appropriate experience may be considered with entry, however this is subject to the University's judgement.

All our courses require documentation of qualifications equivalent to our UK entry requirements. Applicants whose first language is not English should normally have an IELTS score of 7 or more in each component, for entry to the course. An equivalent English language qualification is acceptable.

### APPLY ONLINE

You can now apply for your course directly via our online application form which will also allow you to upload documents in support of your application.

It is quick and easy to use, allowing you to complete pages in any order, and you may save your progress and come back to the form as many times as you like.

All supporting documents (certificates, transcripts of qualification) should be scanned and ready to upload.

You will also have the option to upload your CV and any references that you wish to provide.

To apply now for instructions on how to use this service, visit [www.rgu.ac.uk/applyonline](http://www.rgu.ac.uk/applyonline)

### International students

You can apply directly via our online application service or via one of our approved agents worldwide. Our local representatives will be able to advise you on our range of courses and assist you with your visa application. All international students looking to travel to and study within the UK are required to have a tier 4 visa.

For information relating to visits, visa requirements, funding or for a full list of our country representatives, visit [www.rgu.ac.uk/international](http://www.rgu.ac.uk/international)

### Contact details

Our Postgraduate Admissions Office are happy to answer any queries you may have relating to your application.

**pgoffice@rgu.ac.uk**  
**T 01224 262132**

# FEES AND FUNDING

Postgraduate students will normally make their own arrangements for payment of fees. However, there are a number of funding and scholarships options open to UK/EU and international students. All fees are listed on individual course pages.

## FUNDING

For enquiries regarding fee payment options, contact Student Finance on **+44 (0)1224 262664** or you can also email [studentfinance@rgu.ac.uk](mailto:studentfinance@rgu.ac.uk)

### 10% Alumni Loyalty Discount

We offer our alumni a 10% loyalty discount on the University's postgraduate course fees. The discount applies to home and overseas alumni (holders of undergraduate degrees from Robert Gordon University) who commence postgraduate study at the University from September 2010 onwards. It can only be applied to tuition fees and cannot be used to cover other programme-related expenses (residential costs, materials or membership fees). Discount applies to all courses (including short courses) apart from MSc in Advanced Architectural Studies.

For further information visit [www.rgu.ac.uk/discount](http://www.rgu.ac.uk/discount)

### Postgraduate Students Allowance Scheme (PSAS)

Every year SAAS offers funding for certain full-time and some part-time vocational courses for Scottish and EU students only.

Please note, you should not apply directly to SAAS for funding. If funding is available on your course we will contact you to discuss the application process. You must then apply to SAAS before the deadline that you are given.

For courses with funding available and eligibility visit: [www.saas.gov.uk](http://www.saas.gov.uk)

### Individual Learning Accounts (ILA 500)

Scottish domiciled students studying a part-time/distance learning postgraduate course at the University who earn less than £22,000 pa, may be entitled to apply for an ILA (Individual Learning Account) of up to £500.

Terms and conditions of these grants are reviewed annually, therefore students are advised to visit [www.ilascotland.org.uk](http://www.ilascotland.org.uk) to check for availability.

## SCHOLARSHIPS

### RGU: SPORT scholarship

RGU: SPORT aims to assist with the development and promotion of sporting excellence in students and alumni of Robert Gordon University.

In support of this, there are a number of sports scholarships, sponsored by Technip, offered to promising sports men and women to support them in developing their talents and succeeding in their chosen sporting field whilst undertaking academic study. These are designed to help students in every aspect of their pursuit of sporting excellence and are not primarily concerned with offering financial assistance to recipients, but will be tailored to meet individual needs on a case by case basis.

Scholarships are offered on an annual basis to athletes who are at, or close to, national standard in their given sport. Financial assistance is awarded to support travel, training, equipment and competition expenses accrued during the academic year.

For further information visit: [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)



### Carnegie-Cameron Taught Postgraduate Bursaries

Offered to Scottish students undertaking either a one year, full-time or two year, part-time taught postgraduate degree in any subject offered by the University.

The awards are reviewed annually and will be automatically deducted from tuition fees. Bursaries will be awarded on the basis of an overall assessment of the merit and promise of the candidate, including their financial circumstances.

### Merit Scholarship: Aberdeen Business School

Aberdeen Business School is pleased to offer a number of merit scholarships to outstanding students.

The value of awards can be up to the value of £2,000 and can be applied for by international and UK/EU students.

For a full list of eligible courses and for further details visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

### Scotland's Saltire Scholarships

The British Council and Scottish Government run Scotland's Saltire Scholarships scheme.

There are a total of 200 awards made under this scheme to students applying from Canada, China, India and USA. The awards are open to students who are pursuing a taught one year Masters degree at a Scottish university.

**BEING A SPORTS SCHOLAR HAS MADE SUCH A HUGE DIFFERENCE TO MY TRAINING. THE TAILOR-MADE PROGRAMME I RECEIVE INCLUDES SPORTS COACHING, CONDITIONING ADVICE AND PHYSIOLOGICAL AND PERFORMANCE TESTING, AS WELL AS EXPERT SUPPORT AND GUIDANCE ON NUTRITION AND SPORTS SCIENCE.**

GOLD MEDALLIST SWIMMER, HANNAH MILEY  
RGU: SPORT SCHOLARSHIP

Those who are successful will be offered a scholarship totalling £2,000. Students from the above countries can apply for the scholarship when they hold a conditional offer or an unconditional offer from the respective Scottish institutions.

You can find out about other sources of funding for international students from the British Council's database [www.britishcouncil.org](http://www.britishcouncil.org)

### Non-payment of fees

The University's current sanction for non-payment of tuition fees is to withhold the conferment of awards to students who are in debt to the University.

# RESEARCH

We focus on the application of our research to benefit staff and students and contribute to the wider economy and society.

Our research grant income has almost doubled to £2.7m, following our success in the Research Assessment Exercise (RAE). This success is the result of a significant investment in our research activities and a dramatic improvement in the number and quality of researchers.

## INSTITUTE FOR MANAGEMENT, GOVERNANCE AND SOCIETY RESEARCH (IMAGES)

This Institute has been established to facilitate excellence in multidisciplinary research; high value knowledge-based solutions; and empowerment of enterprise, business development, management and governance within a global knowledge society. The Institute is designed to create focus and energy in themes relevant to the complex changes facing society in relation to:

### Business and Enterprise

The focus of this theme is to develop an understanding about the nature, processes and practices of Business and Enterprise; and to undertake research that is useful and informative, and to disseminate the outcomes widely within academia and industry.

- Entrepreneurship
- Marketing
- Organisation studies
- Economics and Accountancy
- Politics
- Cross disciplinary environmental studies
- The built environment

### Governance and Society

This theme focuses on exploring the interfaces between governance and society (at local, national and international scales) by carrying out international class multi and interdisciplinary research for the benefit of societies, economies and individuals.

- Law
- Politics and public policy

- Accounting and Finance
- Sociology
- Psychology
- Transport Policy

### Information and Communication

The aim of this theme is to develop an understanding of and solutions to information and communication challenges in society through quality research and practitioner engagement.

- Information Literacy
- Communication Knowledge management
- New media
- Librarianship
- Publishing
- Information management

IMaGeS activities are underpinned by its core values – scientific integrity, transparency, fairness, collaboration, openness to ideas and real social and economic impact. The focus is on quality and innovation in addressing research questions and problems, and in meaningful knowledge exchange with industries, communities and professions.

### Graduate School

We offer three Doctoral degrees combining taught elements with practice focused research:

- Doctor of Philosophy (PhD)
- Doctor of Business Administration (DBA)
- Doctor of Information Science (DInfSci)

You will undertake a PgCert in Research Methods as part of your training and also have access to specialist classes across Scotland as part of our membership of the Scottish Graduate School, a partnership between 11 Scottish universities committed to the training and development of social science students.

Our Doctoral candidates are engaged in research that spans the social sciences as well as the globe. This body of work brings a richness, diversity and depth to all three of our themes. Over the past few years a number of clusters of research students have begun to develop around Entrepreneurship, Oil and Gas, African contexts, Information Literacy and Environmental issues.

Leadership: Professor Dorothy Williams  
d.williams@rgu.ac.uk  
T: +44 (0)1224 263905  
[www.rgu.ac.uk/images](http://www.rgu.ac.uk/images)

# STUDENT SUPPORT

## INFOZONE

The INFOZONES, our student information and advice centres, should be your first point of contact for any enquiries regarding student life.

### You can pay...

Tuition fees, accommodation instalments, fines, emergency loan repayments, graduation fees.

### You can request...

Student status letters, including letters for bank account or council tax purposes.

### You can browse info on...

Careers, student finance, postgraduate guides, health, local info, what's on.

### You can access services such as...

Careers Consultants, International Student Advisors, Disability Advisors, Counsellors and Enabling Technologist.

For more information, visit [www.rgu.ac.uk/infozone](http://www.rgu.ac.uk/infozone)

## CAREERS CENTRE

The Careers Centre supports students and recent graduates to make informed decisions regarding their career and to assist them in achieving their career.

The Centre is quality assured by the matrix quality standard for information, advice and guidance services.

The following services are on offer and students are actively encouraged to make full use of these:

Bookable appointments and daily drop-in advice sessions; careers information; weekly workshops covering the full range of career planning and job search topics; JOBSHOP, your online opportunities database on course career management programmes, employer events and careers fairs.

For further information on our services, visit:

[www.rgu.ac.uk/careers](http://www.rgu.ac.uk/careers)

## CHILDCARE

The Treehouse Early Care and Education Centre, managed by Bright Horizons Family Solutions, is situated on our Garthdee campus. This purpose-built facility provides the highest quality care and education for babies and children of three months to five years of age. For more information, visit:

[www.rgu.ac.uk/nurseryfacilities](http://www.rgu.ac.uk/nurseryfacilities)

[WWW.RGU.AC.UK/STUDENTSERVICES](http://WWW.RGU.AC.UK/STUDENTSERVICES)

## INTERNATIONAL STUDENT ADVICE, VISA AND IMMIGRATION SERVICE

This service provides international students with a wide range of support and advice, including:

- Extending/renewing Tier 4 student visa/leave to remain
- Advice on Tier 1 (post study work)
- Confirmation of Acceptance for Studies (CAS) to support students' visa extension applications
- Working during studies
- 'Meet and greet' service on arrival at Aberdeen Airport
- Orientation presentations during enrolment
- Organise Police Registration and health screening on campus
- Providing general information on safety, transport and council tax

For more information, please visit:

[www.rgu.ac.uk/international](http://www.rgu.ac.uk/international)

## STUDY SKILLS AND ACCESS UNIT

The study skills and access unit can provide you with advice and support on a range of study skills, including:

- Exam preparation and revision
- Maths and statistics
- English language for non-native speakers
- Time and project management
- Presentation skills
- Presenting written work
- Tackling coursework assignments

We can arrange sessions for groups or work one to one depending on your individual needs. For further information, visit [www.rgu.ac.uk/studysupport](http://www.rgu.ac.uk/studysupport)

## DISABILITY AND DYSLEXIA SUPPORT

This service supports disabled students to realise their academic potential by working with academic colleagues to improve the teaching and learning environment. It is validated by the Scottish Government to undertake Needs Assessments. We provide advice and practical support to students, applicants and enquirers with disabilities. We support individuals with physical and sensory impairments, health conditions, dyslexia or other specific learning differences, and those with short- or long-term support needs. The service employs a dedicated Enabling Technologist who provides advice and support in the use of assisted and enabling technology, and an Educational Psychologist.

For more information call us on +44 (0)1224 262103 or [email disability@rgu.ac.uk](mailto:disability@rgu.ac.uk)

# LOOKING FOR A PLACE TO STAY?

Aberdeen is a truly student-focused city, where you will meet people from all over the world. That's one reason why studying at Robert Gordon University is such a rewarding experience.

## Our accommodation

Robert Gordon University has various purpose-built accommodation developments situated in the city and at the Garthdee campus. The flats are well equipped, and some of the accommodation is en-suite, whilst the remainder has shared washing and toilet facilities.

The rent you pay generally includes 24/7 high-speed internet access, all utilities, and personal contents insurance. In 2010, rent rates ranged from £84.50 to £102.50 per week. You can have a look at the most up-to-date charges on our website:

[www.rgu.ac.uk/accommodation](http://www.rgu.ac.uk/accommodation)

or you can call us on **+44 (0)1224 262130**

or email [accommodation@rgu.ac.uk](mailto:accommodation@rgu.ac.uk)

## Applications

Applications normally open around mid to late April and you can make bookings for University accommodation online at [www.rgu.ac.uk/roomonline](http://www.rgu.ac.uk/roomonline)

To apply you must live outwith the Aberdeen area and have accepted an unconditional or conditional offer or have an insurance offer.

## Private sector accommodation

See our website under 'Alternative Accommodation' for links to [www.rgustudentpad.co.uk](http://www.rgustudentpad.co.uk) and other advertising sites for private flats/rooms. Prices in the private sector start at around £80 per week (excluding bills).

## Adapted accommodation

Our Student Accommodation Service has a number of adapted flats. If you have specific requirements for adaptations or equipment, you should contact the Accommodation Services directly to discuss your requirements on **+44 (0)1224 262130**

## Need more information?

For the most up-to-date information about accommodation, go to our website or contact us direct. We would be delighted to help and look forward to welcoming you to Aberdeen.

[www.rgu.ac.uk/accommodation](http://www.rgu.ac.uk/accommodation)

## WOOLMANHILL FLATS

City centre location

**Number of residents:** 736

**Room types:** 600 standard rooms, 136 en-suite

## ROSEMOUNT HALL

City centre location

**Number of residents:** 146

**Room types:** 48 standard rooms, 98 en-suite

## ST PETERS HALL

Off King Street, 15-20 minutes' walk from centre

**Number of residents:** 149

**Room types:** 78 standard rooms, 71 en-suite

## LINKSFIELD HALL

Off King Street, 25 minutes' walk from centre

**Number of residents:** 128

**Room types:** 44 standard rooms, 84 en-suite

## DON STREET

Off King Street, 35 minutes' walk from centre

**Number of residents:** 168

**Room types:** mainly standard

## Car parking

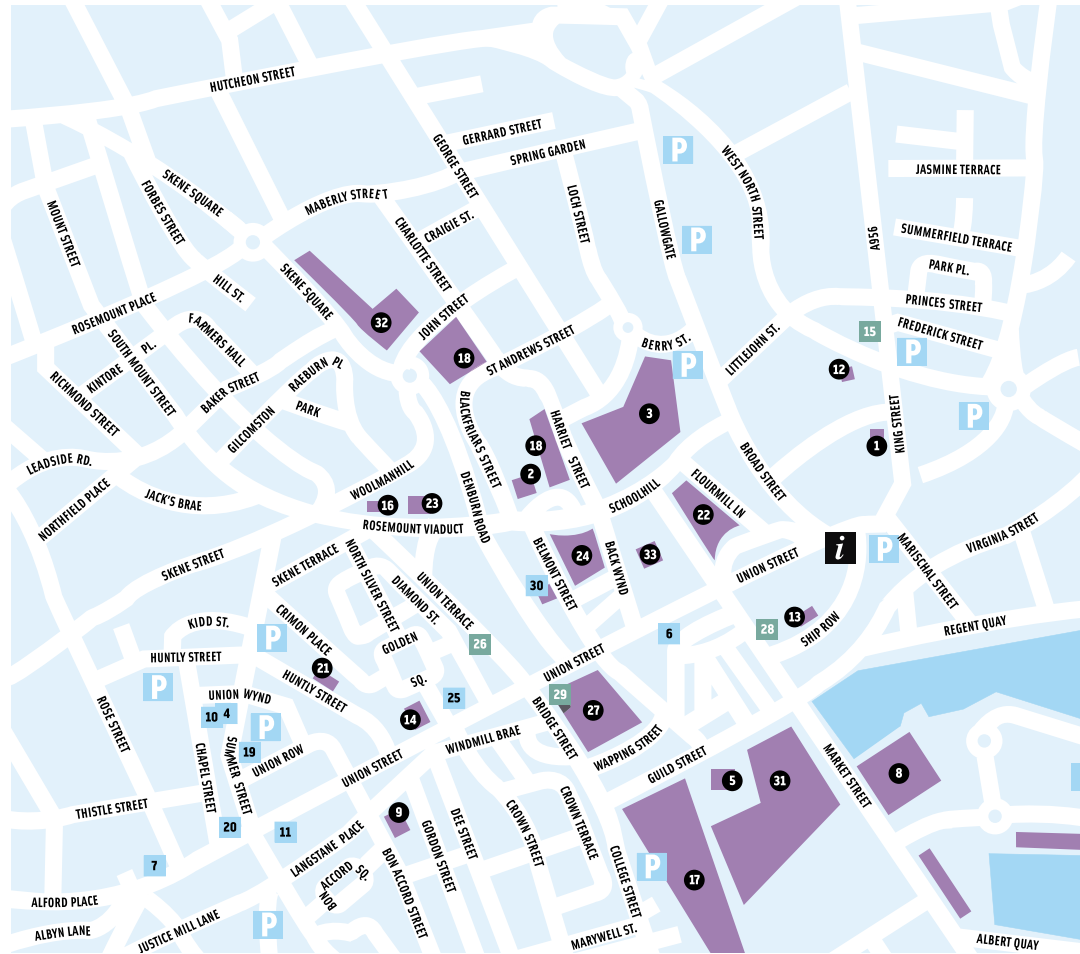
All accommodation listed above have permits available to residents, charge applies.

In addition to the sites listed above, we also have some high quality accommodation available on a 50-week basis at Ardmuir Properties which are located in the King Street area. We are also able to offer a variety of small University-leased properties known as Unihomes, and further details about these are available on our website.



# OUR CITY

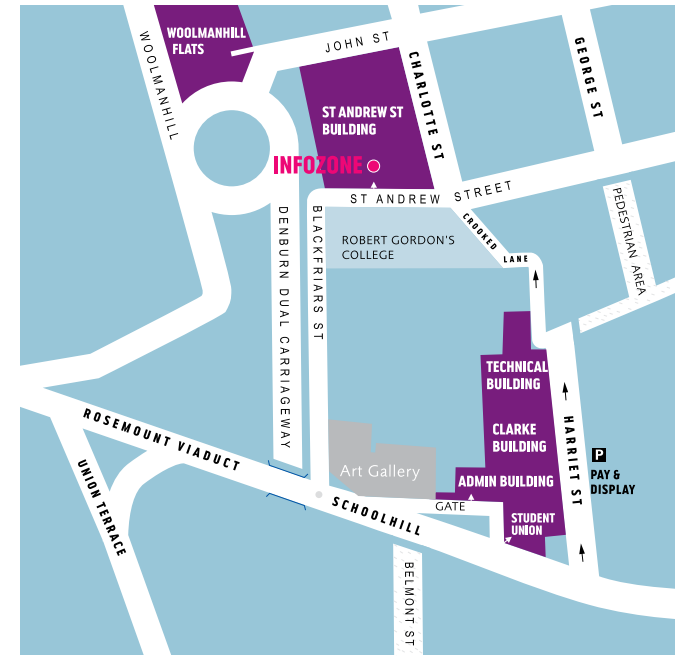
## ABERDEEN CITY CENTRE MAP



- |                              |                                |                                 |
|------------------------------|--------------------------------|---------------------------------|
| 1 Arts Centre                | 13 Maritime Museum             | 25 The Tropiero                 |
| 2 Art Gallery                | 14 Music Hall                  | 26 Thistle Hotel                |
| 3 Bon Accord Shopping Centre | 15 Premier Travel Inn          | 27 Trinity Shopping Centre      |
| 4 Braided Fig                | 16 Public Library              | 28 Aberdeen Douglas Hotel       |
| 5 Bus Station                | 17 Railway Station             | 29 Travellodge Hotel            |
| 6 Café 52                    | 18 City Centre Campus          | 30 Pizza Express                |
| 7 Cinnamon                   | 19 Rustico                     | 31 Union Square Shopping Centre |
| 8 Ferry Terminal             | 20 Pizza Express               | 32 Woolmanhill Accommodation    |
| 9 Galleria Shopping Centre   | 21 St Mary's Cathedral         | 33 St Nicholas Kirk             |
| 10 Howies                    | 22 St Nicholas Shopping Centre | i Tourist Information           |
| 11 La Tasca                  | 23 His Majesty's Theatre       | P Parking Facilities            |
| 12 Lemon Tree                | 24 The Academy Shopping Centre | Building of Interest            |
|                              |                                | Restaurant                      |
|                              |                                | Hotel                           |

# OUR CAMPUS

## CITY CENTRE CAMPUS

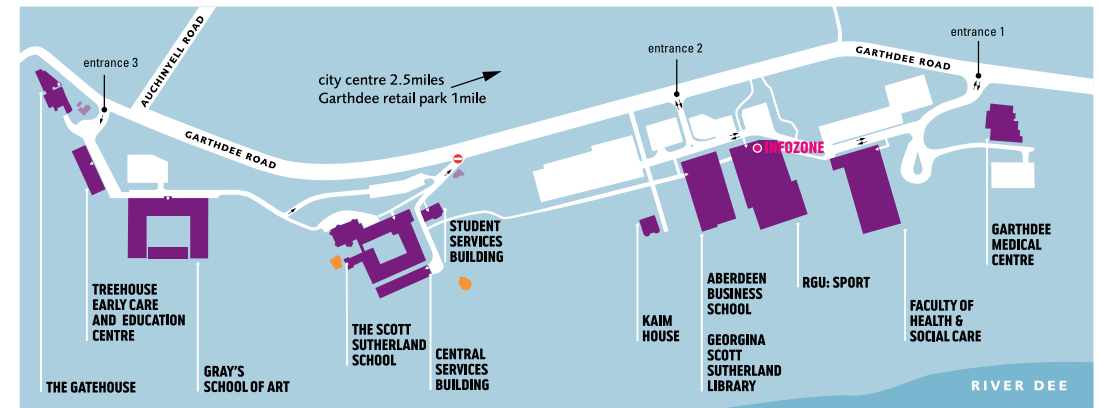


We are based on two campuses – the City Centre campus and Garthdee campus.

Right in the heart of Aberdeen is our City Centre campus which is home to the Schools of Engineering, Computing, and Pharmacy and Life Sciences. Here you will also find the University's Student Union.

<b>Sat Nav Postcodes</b>	
Schoolhill	AB10 1FR
St Andrew Street	AB25 1HG

## GARTHDEE CAMPUS



Situated alongside the River Dee, our Garthdee campus is home to Aberdeen Business School, The Scott Sutherland School of Architecture and Built Environment, Gray's School of Art, the Faculty of Health and Social Care and RGU: SPORT.

<b>Sat Nav Postcodes</b>	
Gray's School of Art	AB10 7QD
The Scott Sutherland School of Architecture and Built Environment	AB10 7QB
Aberdeen Business School	AB10 7QE
Faculty of Health and Social Care	AB10 7QG

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# DISCLAIMER

This guide is intended as a guide for applicants for courses delivered by Robert Gordon University. In compiling it, the University has taken every care to be as accurate as possible, and the information in this guide is correct at the time of going to print, but the guide must be read as subject to change at any time and without notice.

The University undertakes to make every reasonable effort to provide the teaching and academic facilities necessary for applicants' programmes of study. However, the University reserves the right, if such action is considered to be necessary, to make variations to fees and/or to vary the content or delivery method of any course at any time. In addition, the University may, at its sole discretion, discontinue or amalgamate any course(s). In these rare cases, the University will notify applicants as soon as possible and reasonable steps will be taken to provide a suitable alternative to a discontinued course.

## EQUAL OPPORTUNITIES

No discrimination is made on the grounds of race, sex or creed when considering applications for places on courses. All members of the University are responsible for helping to ensure that you do not suffer any form of sexual or racial harassment and that you are encouraged and supported in any legitimate complaint.

## CREDITS

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**ROBERT GORDON  
UNIVERSITY • ABERDEEN**



## **CONTACT US**

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visit [www.rgu.ac.uk](http://www.rgu.ac.uk)