



University of
Strathclyde
Glasgow

Strathclyde business school

POSTGRADUATE PROSPECTUS 2012



Why Strathclyde?

EVERY YEAR, hundreds of postgraduate students make Strathclyde their first choice. It's largely because of our international reputation for world-class research facilities and the excellence of our teaching staff. But it's also because Strathclyde is a friendly and forward-thinking university based in the heart of Glasgow, one of Europe's finest cities.

contents

introduction

Scotland on your doorstep	02
Welcome to Glasgow	04
Our vision	06
Our research	08
Your Strathclyde experience	10

courses

Faculty introduction and course entries	12
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information

Information for prospective students	52
Your Strathclyde Experience	54
Maps	62
Course list	64
Index	66



Scotland on your doorstep

For fans of the outdoors, the stunning Trossachs and Highlands are just a short drive or bus journey away from the University.

You can enjoy a wide variety of activities such as hillwalking, sailing and skiing. Or you could hop on a boat to one of Scotland's many islands and enjoy picturesque landscapes and fascinating wildlife.

In addition to rural sights, you can visit Edinburgh, which is just 40 miles east of Glasgow. From the sophisticated shops and bars of the New Town to the quirky cobbled streets of the medieval Old Town, the capital begs to be explored. Equally, history, culture and entertainment characterise Scotland's other towns and cities, including Inverness, Aberdeen and Stirling.





The Riverside Museum, Scotland's museum of transport and travel, is Glasgow's newest, most contemporary attraction.



welcome to **Glasgow**

Scotland's largest city is well known for its friendliness and its sense of style. Elegant buildings, outstanding art collections, a flourishing music scene and fashionable bars, restaurants and shopping mean that you will never be at a loss for something to do and see.

Many of Scotland's arts organisations are based in Glasgow – the National Theatre of Scotland, Scottish Ballet, Scottish Opera and Royal Scottish National Orchestra, to name but a few. Glasgow is also home to the Mitchell Library, the largest public library in Europe, and Kelvingrove Art Gallery and Museum, Scotland's most popular visitor attraction.

Glasgow may buzz with life and activity, but it also provides plenty of opportunity to unwind. Did you know that 'Glasgow' means 'dear green place'? With more than 70 parks and green spaces, you can easily discover a haven away from the rush of modern urban life.

Flights of an advanced craft into 'near space' launched by engineering students via a helium balloon helped build flight heritage and knowledge to develop them into highly skilled professionals fit for the modern world.



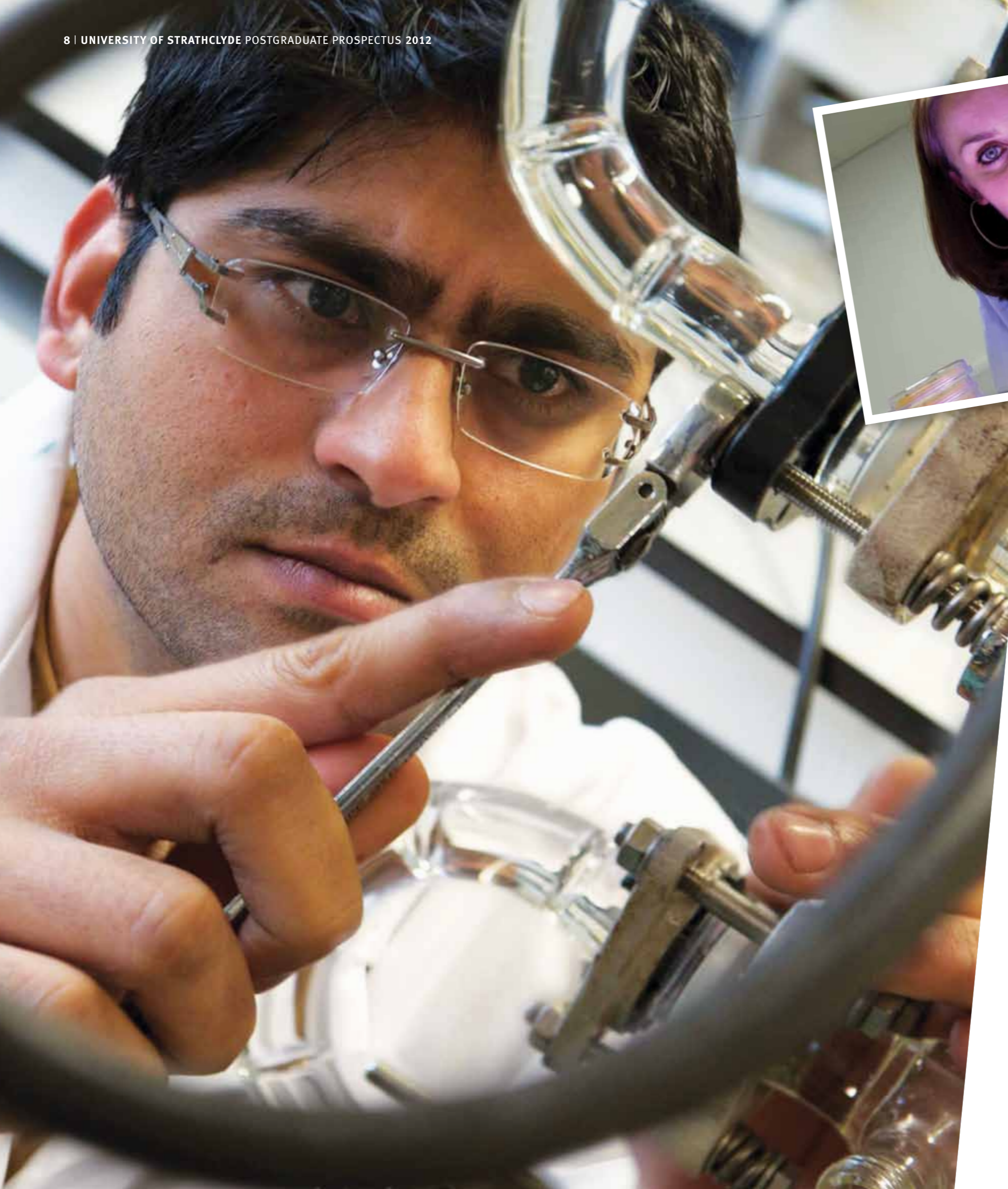
our vision

More than two centuries ago, Professor John Anderson shared his vision for a 'place of useful learning' and in doing so laid the groundwork for the University of Strathclyde.

We remain committed to Anderson's vision to this day. Strathclyde is a technological university, a leader in finding solutions to the challenges facing society. We are international in outlook, but locally grounded: we believe that the University must play an essential role in society through education, research and the development of new technologies and policies.

The world-leading Technology and Innovation Centre at Strathclyde (TIC) will transform the way universities and industry collaborate to bring global competitive advantage to Scotland. TIC will bring together academics, researchers and project managers from the University and its leading industrial partners to work side-by-side in a state-of-the-art building in the heart of Glasgow. Opening in 2014, TIC reflects Strathclyde's commitment to finding solutions to challenges in sectors central to economic regeneration in Scotland and further afield.





our research

Our research underpins our education and knowledge exchange to make a significant impact on today's world.

Our research power and its continuing growth in areas of strategic importance – engineering, science, business and social sciences – were confirmed by the most recent Research Assessment Exercise. The Strathclyde Business School was rated top in Scotland by a wide margin and in the UK top 10; we achieved the highest 'research power' rating for engineering in Scotland; and our performance was impressive in areas from across the sciences and social sciences.

Find out more on our website at www.strath.ac.uk/research



your experience at Strathclyde

The University of Strathclyde has been established in the heart of Glasgow for over 210 years.

In choosing Strathclyde, you join a vibrant community of over 15,000 students from more than 100 countries, attracted by our academic reputation and stimulating environment.

Our students' Strathclyde experience is at the heart of what we do. During your time here, you will benefit from a range of support services, whatever your field of study and whatever type of degree you choose. We offer mentoring and support for early career researchers, training events and careers assistance for all students and targeted support and English language instruction for overseas students.

You will enjoy life on campus and in Glasgow, thanks to the many clubs and activities available at the University and to the restaurants, shopping and nightlife available on your doorstep in the city centre.



www.strath.ac.uk/business



Strathclyde business school



Strathclyde Business School (SBS) is internationally respected as one of the most innovative and largest business schools in Europe.



STRATHCLYDE BUSINESS SCHOOL IS:

- > triple accredited
- > pioneering
- > top ranked in the most recent Research Assessment Exercise
- > international

SBS comprises over 200 academic staff and more than 3,000 full-time students. Eleven subject departments and research centres collaborate to provide a varied, dynamic portfolio of specialist and cross-disciplinary postgraduate courses.

TRIPLE ACCREDITED

A small percentage of business schools worldwide hold triple accreditation status – and Strathclyde Business School is one of them. Three leading international organisations review and monitor the quality of business schools worldwide.

EQUIS – The European Quality Improvement System

AACSB – The Association to Advance Collegiate Schools of Business

AMBA – The Association of MBAs

SBS is also Europe's first university faculty to be awarded a licence to operate in the United Arab Emirates (UAE), establishing the School as an educational institution officially recognised by the UAE government.

PIONEERING

Strathclyde Business School is known for its innovation in business and management education, pioneering the study of Marketing; introducing new methods of study for the MA in the UK; and taking the Strathclyde MBA into many new countries.

RESEARCH FACT FILE

The results of the most recent Research Assessment Exercise (RAE 2008) affirmed the School's "world-leading and internationally excellent" research, with SBS being rated 7th equal for research in the UK. This result reflects our considerable achievements in research and indicates the high level of excellence associated across all components of research activity including:

- > the intellectually stimulating quality of the research environment, including the postgraduate research community
 - > the reputation and esteem with which our academics are held internationally
 - > the significant relevance, application and impact of our research on policy and practice
 - > the creation and dissemination of knowledge from across a range of business subjects, each of which in its own right demonstrates international thought leadership
-

KNOWLEDGE EXCHANGE

Research comes in a variety of forms from blue-sky thinking within established disciplines to more problem-focused and interdisciplinary efforts. Whatever the focus, research is increasingly expected to have an impact beyond academia. In some areas of research, this is associated with commercialisation of scientific and technical knowledge, but in the business and management field a wider range of knowledge exchange takes place through applied projects, consultancy and action research. SBS develops theory-led, policy-relevant research through collaboration and dialogue with a variety of organisations. We lead the Business Engagement theme within the University's new Technology Innovation Centre, working across all the faculties on issues such as innovation and risk management. SBS has a successful Centre for Corporate Connections, with knowledge exchange also taking place with government, voluntary organisations and trade unions.

INTERNATIONAL

Based in Glasgow, SBS also has substantial international outreach with nine well-established international centres in the Gulf, SE Asia and continental Europe, delivering Master's degrees such as the MBA and MSc in Finance on a part-time basis to local markets.

The School also has numerous international partnerships in Europe, the US, Australia, Singapore and China.

When you choose to study with us in SBS, you join an international community of students from around 100 countries in top-rated schools with an excellent reputation for quality in teaching and research.

RESEARCH

There are seven research groups in SBS:

Accounting and Finance

Research themes include the areas of core accounting, market-based accounting, corporate financial decisions, investments, fund performance, corporate governance and several other areas within empirical finance.

Economics

Research themes in Economics include the areas of applied econometrics; microeconomics and industrial organisation; environmental economics and sustainable development; applied macroeconomics; and international and regional economics. Well-known for its forecasting on the Scottish and UK economic outlook, the Fraser of Allander Institute research centre is part of a strong Economics Department at Strathclyde.

Employment Studies

Drawing staff from the Department of Human Resource Management (HRM) and across the faculty, employment studies research draws from the sociology of work, organisational behaviour and industrial relations. Research is grouped into three areas: knowledge, skills and labour power in the contemporary economy; regulation and restructuring of employment relations; work, health and well-being. The Scottish Centre for Employment Research (SCER) provides a focus for applied, policy-relevant projects funded by a variety of governmental and non-governmental bodies. The Department of HRM hosts the journal *Employee Relations* and currently the British Universities Industrial Relations Association.



Entrepreneurship

Research activity is focused on three key areas of entrepreneurship: entrepreneurial dynamics – start-up processes, growth and exits (both failure and the harvest event); resources for entrepreneurship, particularly access to financial and human resources; and entrepreneurial contexts – including corporate venturing, social enterprises, rural business and home-based businesses. The Centre is involved in a number of well-funded collaborative research projects including the annual Global Entrepreneurship Monitor report and the new UK-wide research centre into charitable giving and philanthropy. Much of the research activity has a strong policy focus.

Management

Research in this group focuses broadly on the practices and processes of management in global contexts, emphasising both managerial relevance and critical perspectives. Key areas of investigation include strategic management (especially strategy making and the practices of strategising), learning, innovation and change (with a focus on the dynamics of process), and organisation and society (including political economy and business history perspectives on leadership, gender and organisational emotionality). Within this, the Department has specialist fields of inquiry such as international business, and hospitality and tourism management that examine, for example, the origins of hospitality, cultural heritage, and knowledge development and value co-creation across international workplace contexts.

Management Science

From simulating patient treatment in hospitals to assessing the capacity of the anchorages on the Forth Road Bridge, the integration of applied and theoretical research in Management Science is varied and vibrant. Research activity is grouped into four areas: problem structuring and mixed methods, strategy modelling and management, operations management, risk and reliability.

Marketing

The Marketing Department is committed to fostering a vibrant, multidisciplinary and supportive research environment and has a track record for research underpinned with strong practical and policy orientations. Enhanced by relationships shared with our industrial, policy and third sector partners, our research remains faithful to the University's mission to provide useful learning. Key research themes include product innovation, brand management, business relationships and networks, connected customers and communities and contemporary consumer culture. We also have research expertise in international marketing, services marketing and entrepreneurial marketing.

RESEARCH FUNDING OPPORTUNITIES

The University offers excellent applicants the opportunity to apply for a variety of fully-funded studentships through three main routes: Faculty Studentships; Project Studentships; and University Studentships. All studentships are competitive and tenable for 3 years full-time study. They cover fees at Home/EU or non-EU international rates, plus an annual stipend of approximately £13,590. The ideal candidate is expected to hold a First Class Honours undergraduate degree or a Masters degree with distinction in a relevant business and management or related social science discipline.

Prospective students can access information on studentship opportunities at: www.strath.ac.uk/business/research/studentships

Research & Faculty Programmes

www.strath.ac.uk/business

RESEARCH DEGREES

MRes, MPhil, PhD, DBA

MRes Research Methodology in Business & Management

TAUGHT COURSES

MSc/PgDip

Master of Business Administration (MBA)

Executive Masters in Hospitality and Tourism Leadership

Strathclyde SKIL Masters in Management (MiM)

CONTACT FOR TAUGHT COURSES

SBS Student Recruitment and Marketing Unit

t: +44 (0)141 553 6118/9

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Strathclyde Business School is able to offer an impressive portfolio of general and specialised business degrees, due to its wide range of subject departments. The following programmes attract teaching and academic input from the wider faculty, and from other partner institutions. For this reason, they do not reside in a specific academic department.

RESEARCH DEGREES TRAINING & SUPPORT

Research degrees of MRes, MPhil, PhD and DBA are offered in all academic departments although most of our research student population are doctoral students. The Research Methodology programme provides students with grounding in research methodologies in management disciplines. It is run by the Business School as a whole, allowing cross-fertilisation of ideas between different areas of management.

The Business School also plays a leading role in both the Accounting and Finance and Business and Management doctoral training pathways which are part of the Scottish Doctoral Training Centre (DTC) and the Scottish Graduate School of Social Science. This consortium was awarded funding by the Economic and Social Research Council to provide enhanced training opportunities for doctoral students in the social sciences.

Visit www.strath.ac.uk/courses/research for more information or to apply online.

Doctor of Business Administration (DBA)

The DBA degree is offered in all departments of the Strathclyde Business School. For those seeking a more practice-oriented alternative to the PhD, it combines advanced instructional elements with original research at doctoral level. It is designed for business professionals who seek to understand and enhance professional practices in business by developing their experience and expertise in research.

Curriculum

Instructional Elements include directed classes in:

- > Research Methods
- > Specialist topics relevant to your research

Exemption from some of these requirements may be possible if you

can demonstrate that, through prior study, you have already achieved the learning outcomes specified for these classes.

Research Elements

You will be required to complete:

- > a review of the relevant literature
- > a pilot study, or some other initial phase of your research
- > comprehensive, supervised research leading to a thesis of 50,000-60,000 words

Programme Duration

A minimum of 36 months of full-time study. Candidates often work simultaneously in their profession, so the minimum study period is adjusted to reflect the proportion of time committed to research.

Start Date

There is no set starting date, although it is often convenient to embark on the programme in October when the teaching of Research Methods commences.

Entry Requirements

- > Master's or Honours degree, or equivalent qualification.
- > Business and management experience appropriate to the research being undertaken.
- > Initial research proposal, outlining the broad area of research proposed, the types of theory that would inform your research, and the approach you would take to this research.

Careers

The DBA will appeal to experienced managers who wish to develop high-level skills in conceptual and reflexive thinking, analysis of complex situations, use of information systems for inquiry, and the design, implementation and monitoring of interventions in organisations. The focus is on researching in a practical context, so research projects undertaken during this programme will be defined by their interest in the real-time dynamic processes and practices of organisation and management.

CONTACT

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Research Methodology in Business & Management

MRes/PgDip/PgCert

This course has been formulated in direct response to growing demand from business and management professionals and academics for high-quality research training. The MRes can be taken as a stand-alone qualification or as a foundation course for a PhD in business and management.

The course provides research training that corresponds with research education guidelines set by the Economic and Social Research Council and the Engineering and Physical Sciences Research Council. You will have the opportunity to develop expertise across the research methods spectrum, balancing the acquisition of specialist knowledge with the ability to apply a range of research techniques in a practical environment.

Curriculum

CORE CLASSES

- > Research Philosophy
- > Research Methods
- > Interdisciplinary Collaborative Research
- > Introduction to Advanced Quantitative Methods: Survey Design & Analysis
- > Advanced Quantitative Methods
- > Advanced Qualitative Methods
- > Research Colloquium
- > Writing and Presenting Research

ELECTIVE CLASSES

Options include advanced research methods classes, skills-development classes and a wide choice of classes in the areas represented in the Business School (list available on request).

Master's Dissertation

Students intending to complete the Master's degree submit a dissertation which is a piece of their own empirical research (around 20,000 words, worth 120 credits) as well as accumulating 60 credits worth of elective classes.

Programme Duration

MRes: 12 months full-time

PgDip: 9 months full-time

PgCert: 4 months full-time

The course is offered on a full-time or part-time basis. Modules run for two to five consecutive days once a month from October to May. Students studying part-time will be able to complete their course of study over two academic years.

Entry Requirements

Master's degree or a first- or upper second-class Honours degree (or equivalent) in Business and Management.

Careers

This course will provide you with the research knowledge, skills and experience required to conduct high-quality business and management research, either as a practitioner or an academic.

CONTACT

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HELEN MULLEN

MRes Research Methodology in Business & Management

I graduated from the Marketing Department at Strathclyde in 1990 and became a management consultant, undertaking work with various small businesses and entrepreneurs. Having gained practical experience, I wanted to pursue a PhD and the Master's in Research (MRes) was recommended as a first step back into university. The MRes at Strathclyde combines research focus with links to a Strathclyde Business School department – in my case the Hunter Centre for Entrepreneurship. The course provided me with fantastic insight to the research process as well as access to a supportive staff/student network. The structure of the course allowed me to pursue my interest areas and incorporate these into the MRes assignments. The confidence, knowledge and connections I have gained, combined with the reputation of the department and the University, give me a great basis to pursue a research-related career in industry or academia. I was selected by the University for a ESRC (Quota) three-year award and I am now undertaking a PhD jointly with the Hunter Centre for Entrepreneurship and the Department of Management Science.

Master of Business Administration (MBA)

The Strathclyde MBA is unique in its flexibility, with a variety of study options: it is available to study full time, part time (in Glasgow or at the business school's international centres) and via flexible learning (off-campus study combined with intranet tutor support and attendance at intensive seminars in Glasgow).

For those candidates without formal qualifications, but with substantial business experience, the programme offers a progressive qualification structure beginning with a Diploma in Business and building to the MBA.

Who should study this programme?

The Strathclyde MBA programme is an internationally-recognised management qualification aimed at talented, ambitious and well-qualified people with solid business experience.

Entry Requirements

MBA: A first degree is essential and applicants must be at least 24 years old and have a minimum of three years' postgraduate managerial/professional experience and should be able to demonstrate career progression. For applicants whose first language is not English, an IELTS minimum overall band score of 6.5 (with no individual test score below 5.5) or TOEFL iBT minimum total score 90-95 (minimum scores of 21 in Listening and Writing, 22 in Reading and 23 in Speaking) is required. Strong verbal reasoning and numerical abilities are critical for the MBA and we may ask for a GMAT result (min 600). Candidates may also be interviewed.

Diploma: Diploma entry may be offered to applicants who hold non-degree/professional qualifications plus at least five years' varied management/professional experience or have no formal qualifications but extensive and varied managerial/professional experience of ten years or more and should be able to demonstrate career progression. Diploma entry is only available to candidates applying to routes other than full-time.

Aims of the programme

The MBA aims to provide a broad understanding of business and management issues and to develop management skills and techniques as well as promote self-awareness as a manager and leader. It prepares you for higher level, policy-forming positions, opening up new career opportunities and allowing a smooth progression from a technical specialism to general management.

What themes will be covered during your study?

Classes include: Finance and Financial Management, Marketing Management; Operations Management; Analytical Support for Decision-making; Managing People in Organisations; Exploring the International Business Environment; Strategy Analysis and Evaluation; Making Strategy. You also choose two elective classes (from a list of around 25) and complete a project, examining a managerial, organisational or environmental issue in depth.

Programme Duration

Full-time: one year

Part-time (evenings/Glasgow): three years

Part-time (international centres): two years, on average

Flexible learning: three years on average

Careers

The Strathclyde MBA will enhance your promotion prospects by increasing your skills, techniques and confidence in business. It will also open up career opportunities through the development of new skills, close working relationships with fellow professionals, and your membership in the worldwide network of Strathclyde MBA graduates, many of whom are operating in the higher echelons of business.



JULIUS ABENSUR

Full-time MBA

Prior to joining the MBA I was based in London working as Derivatives Operations Analyst in the Capital Markets division of a blue chip investment bank. I was confident that strategic nature of the Strathclyde MBA would assist me towards my career development and personal goals. The strategy and elective classes provided the opportunity to learn a unique set of tools to aid problem-solving. Fellow students come from diverse backgrounds, bringing cultural richness and industrial experience into the course that makes one-to-one and group interactions an enlightening experience of knowledge-sharing. I was able to do one of my elective classes in Malaysia, in addition to being awarded an ambassador scholarship to work on the research required for my MBA project in South America. These were distinctive experiences and provided international exposure and relationship-building, as well as enabling me to apply some of the concepts learned in classes to an international platform. The most important thing I have learned from the MBA experience as a whole is the ability to work collaboratively and build trustworthy relationships with people.

Executive Masters in Hospitality and Tourism Leadership

Strathclyde Business School (SBS) is the lead academic partner in this innovative programme, which has been established to meet the continuing need for high-calibre, highly-skilled professionals within the global hospitality and tourism industry.

The first six modules are delivered at SBS's city-centre campus, with the subsequent six modules delivered at SBS and on the campuses of Cornell University, New York, and Ecole Hôtelière de Lausanne in Switzerland.

Entry Requirements

- > Candidates should already be senior-level managers within the hospitality and tourism industry, or demonstrate a similar level in a service industry environment.
- > Normally, candidates should hold an undergraduate degree from a UK university, or equivalent; candidates without formal qualifications, but with substantial senior management experience, will also be considered.
- > Candidates whose first language is not English must meet the University's requirements for English language (see page 53).
- > All candidates will be required to submit a short essay outlining their current managerial experience and future career aspirations, alongside references supporting work experience and academic record. Candidates may be interviewed.

Aims of the Programme

The Executive Masters will provide a solid understanding of strategic business and management issues impacting the global hospitality and tourism sector; develop new leadership skills and techniques; raise self-awareness as a manager and leader and increase confidence in all areas of business. It will deliver exceptional

professional development opportunities to senior managers and create a strong professional network of future industry leaders with a shared experience of executive development.

What themes will be covered during your study?

Modules include: assessing the future and its impact on the hospitality and tourism industry; strategic thinking for corporate venturing; learning and the management of talent; international marketing and brand development; leadership skills development; value creation and innovation; strategic revenue management; planning for profits.

The final element of the programme involves a real-life business analysis exercise, followed by the Leadership project. This project can be undertaken as an individual piece of work, or as a group exercise.

Programme Duration

Two years part-time via three-day modules

Careers

The programme's international networking experience, mentoring opportunities via industry contacts, coupled with the management education needed by the hospitality and tourism sector's leaders of tomorrow, will provide participants with enhanced promotion prospects and greater career security, as well as new career opportunities.

CONTACT

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Strathclyde SKIL Masters in Management (MiM)

A two-year Masters programme, the Strathclyde SKIL MiM has a first foundation year in India. In Year 2, students spend a semester taking specialist elective classes in Glasgow, followed by a company-based project in India. This provides a high quality mix of theory and practice, ideal for managing in today's challenging business environment.

Who should study this programme?

The MiM is designed to provide high-calibre recent graduates with a solid foundation in understanding what business is about while developing the skills and awareness needed to be a successful manager. The programme is targeted at candidates with non-business related undergraduate degrees, and also those with a background in business studies.

Entry Requirements

First- or second-class Honours degree from a UK university, or equivalent. Strong verbal reasoning and numerical abilities will be assessed through tests such as the Graduate Management Admissions Test (GMAT) or the Common Admission Test (CAT). Due to the three months intensive study in the UK, course participants may be asked to achieve a minimum of 6.5 across the board in IELTS or 95 (IBT) in TOEFL.

Aims of the Programme

An intensive and academically challenging programme, the MiM is designed to prepare you for your first involvement in management; allow a smooth progression from a specialism encompassing the processes of general management; provide the conceptual and analytical tools necessary to tackle business problems and issues with greater confidence; and get involved in real business issues through research and in-company projects.

What themes will be covered during your study?

Subjects covered include: Professional Management Practice; Business Operations; Marketing Management; Managing People in Organisations; Finance and Financial Management; Managerial Accounting; Analytical Support for Decision-making. You will also cover Business Economics and Business Strategy, and will be expected to complete a desk-based company project in year 1, plus a range of elective classes (in Glasgow) and a major company-based project in year 2 (in India).

Programme Duration

Two years: Year 1 – India; Year 2 – Glasgow and India

Careers

Strathclyde SKIL MiM will provide you with new skills and knowledge and you will also have completed a formal company internship as part of the final project, enhancing your CV considerably. You will also have spent three months in the UK widening your international experience and working with like-minded professionals from a diverse range of cultures and nationalities. In combination with your first degree, the MiM opens up a range of exciting career possibilities.

CONTACT

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FACT FILE

Strathclyde Business School is opening its first overseas campus in Greater Noida, near Delhi as the result of a major international collaboration with infrastructure firm SKIL. The branch campus, which is set to open in September 2011 will deliver undergraduate, postgraduate and MBA-level courses and in the first tranche of developments, more than 1,200 students are expected to join the School, where they will be taught by internationally recognised teaching staff from both India and Strathclyde Business School in Glasgow. The two-year Master in Management programme is the first programme to be launched at the new campus and in the following years the School will also offer a three-year Bachelor in Business in Administration and the globally renowned one-year Strathclyde MBA programme.

Department of Accounting & Finance

www.strath.ac.uk/accfin

RESEARCH DEGREES

MPhil in Accounting or Finance

DBA in Finance

PhD in Accounting or Finance

TAUGHT COURSES

MSc/PgDip

Finance

International Accounting & Finance

International Banking & Finance

Investment & Finance

CONTACT FOR TAUGHT COURSES

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The Department has been ranked Number 1 in the UK for Accounting and Finance by the Sunday Times University Guide for 2011. We have also been ranked Number 4 in the UK and 1st in Scotland in the Complete University Guide Subject League Table for 2011. It is one of the UK's major centres of research in finance. The quality of our research is internationally recognised and benchmarked against peer departments in leading UK universities. A 2007 survey (Chan, et al) ranked our finance research in 21 top journals over a 14-year period as fifth in Europe.

We cover all major areas of accounting and finance, with particular expertise in corporate finance, treasury management, derivative markets, bond markets, portfolio performance, volatility in financial markets, international banking, critical accounting, management accounting, social, environmental and public sector accounting, and issues relating to privatisation and regulation of utilities, development finance and small business finance and accounting.

The Department has an international profile: current staff and students come from countries as far afield as Greece, Tanzania, India and Bolivia. Our seminar and academic visitors programmes attract guest academics from universities all over the world.

RESEARCH AREAS

Accounting

- > **Activities of the Accounting Profession:** structure, education, knowledge and expertise, power relationships in standard-setting, pedagogical insights, auditing
- > **Accounting for Environment, Risk and Regulation:** public and private sector risk management, corporate governance in banking, social accounting and reporting, cleaner technology
- > **Comparative International Perspectives on Financial Reporting:** comparative external reporting, voluntary disclosure in emerging capital markets, setting accounting standards in developing countries

Finance

- > **Market-based Accounting and Corporate Finance Group:** earnings forecasts in Europe, rights issues, corporate mergers, corporate disclosure and asymmetric information, trading performance of corporate insiders

- > **Derivatives Group:** techniques for modelling complex asset pricing processes, volatility prediction and stochastic volatility; theoretical models of option prices, relative pricing of price-based and yield-based interest rate options
- > **Empirical Finance Group:** linear factor models, mean-variance analysis and fund performance evaluation, asset pricing and insurance, risk management of market intermediaries, currency risk management, Eurobond Issues, aspects of market microstructure, noise trading

Facilities for Research Students

There is close collaboration between research students and staff, and discipline-specific support and training in research methods is provided. The Department has excellent links with the local accounting profession, UK accountancy bodies and several major investment management companies.

You will have access to the Datastream International service (global economic, financial and accounting data), London Business School Share Price Database, IBES earnings forecasts, MicroExstat, MicroView, LIFFE options and futures data, Chicago Mercantile Exchange futures transactions data, US TORQ (trades, orders and quotes data), US commodity and financial futures data, and London Stock Exchange transactions data.

You will be provided with fully networked personal computing facilities and the latest software packages in accounting, finance and econometrics.

Regular study groups, workshops and seminars introduce students to a range of perspectives outside their research areas and help to develop teamwork and communication skills. You will be encouraged to sit in on discipline-specific courses in other departments or attend workshops.

RESEARCH DEGREES

MPhil in Accounting or Finance

DBA in Finance

PhD in Accounting or Finance

The main difference between a DBA and PhD is that the DBA has a taught component in common with the MSc Finance programme. The PhD in Finance has an advanced taught component enabling

you to develop the theoretical and empirical skills necessary to contribute to the latest research in your area.

The PhD in Accounting develops skills in research areas that have an impact on policy, organisations and society. Interdisciplinary approaches are encouraged. The Department runs advanced seminars in accounting for PhD students.

Entry Requirements

PhD IN ACCOUNTING

Honours degree and Master's degree in accounting (or equivalent qualification). Qualified and part-qualified accountants with first degree in social sciences or humanities are also encouraged to apply.

PhD IN FINANCE

Master's degree or equivalent, particularly in finance, economics, accounting or mathematics. Candidates with exceptional undergraduate degrees, equivalent to first-class Honours in these disciplines will also be considered.

CONTACT FOR RESEARCH DEGREES

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TAUGHT COURSES

Over the last few decades, the finance function has changed more dramatically than any other area of business. Capital markets around the world have been liberalised, competition has increased, technology has evolved rapidly and national markets must be considered in an international context. These changes have led to an increased demand for well-educated finance specialists who are able to respond to the challenges and complexities of financial markets. In response, the Department offers the postgraduate degree programmes listed above, all available for study on a full-time basis in Glasgow.

Which programme should I choose?

While there are similarities in the content of these programmes, each has a very specific focus, so it's important to consider which specialism best meets your interests and career aims.

The programme descriptions will give you an idea of who we are aiming each programme at, along with an overview of what you can expect during your studies. Further information can be found on our website and by discussing your choice with our departmental contacts.

Common foundation classes and programme structure

Irrespective of your programme choice, we are keen that all of our course members gain a broad understanding of the challenges and complexities of today's financial markets, yet still have the ability to tailor their chosen programme to suit their personal objectives.

Common foundation classes ensure that your first semester of study is truly flexible. If you change your mind during the second semester, ie want to change to another specialism, you will be permitted to do so. Consequently, the curriculum structure of all of our programmes comprises the following stages:

Foundation Classes – undertaken in the first semester, these common sessions introduce the basic concepts and analysis in financial theory and decision-taking, the institutional structure of financial markets and the banking sector, as well as the knowledge of

accounting, statistics and computing that is necessary to work in finance. Subjects covered include Financial Markets, Financial Institutions and Banking, and International Finance and Banking.

Core Classes – these classes are specific to your chosen programme of study, and are outlined in the programme descriptions on the following pages..

Elective Classes – this is where you begin to tailor your studies, by selecting from a range of elective subjects. Please note that the information provided on the range of elective classes is illustrative, and may change from year to year. All electives are refreshed regularly to ensure that they reflect the latest business thinking in your area of interest.

Dissertation or three research projects – your MSc study culminates in a period of independent research. Supported by an appropriate faculty member, you will either work on a series of distinct research projects or a substantive dissertation. Topics can be chosen from the broad range of issues covered on the programme, giving you the opportunity to further specialise and develop your particular areas of interest. You will be assessed on your ability to select and apply relevant theory and research methods. This work may be linked to an issue raised by, or a problem to be solved for, an employer.

Note: the MSc and Postgraduate Diploma route of each programme will follow the same taught curriculum. Diploma students who achieve an appropriate standard may transfer to the MSc. In addition to coursework, MSc students complete either a dissertation or a number of research projects.

Programme Duration

MSc: 12 months full-time; PgDip: 9 months full-time

Careers

The global context of today's financial markets means there is an increased demand for well-qualified finance specialists who are able to respond to the challenges and complexities of financial markets, in both the public and private sector and also the international banking sector.

If you are already working in accounting or finance, the International Accounting & Finance programme will advance your effectiveness by covering the latest developments in the field. The course will be particularly relevant if you intend to pursue a career or undertake further research in areas such as corporate finance, treasury management, investment analysis and management, accounting information in capital markets, corporate planning or consultancy.

Our graduates are to be found in leading financial institutions around the world such as Goldman Sachs, JPMorgan, HSBC, Resolution Asset Management and PriceWaterhouseCoopers.

DID YOU KNOW

Our MSc programmes are accredited by the Chartered Institute of Management Accountants (CIMA). Exemptions will be awarded from CIMA's professional examinations, according to the route taken through the MSc.

Finance

MSc/PgDip

Who should study this programme?

This course is suitable for those intending to develop their careers in finance, broadly defined as corporate finance, security analysis, portfolio management, options and futures, treasury management, the functioning of financial institutions and markets, and financial decision-taking in the public sector. It also allows for the possibility of specialisation in finance for developing countries.

For those already working in finance, the course will enhance their effectiveness by covering the latest developments in the field, encouraging them to question traditional rules and techniques and take an analytical approach to practical problems.

Entry Requirements

We expect an Honours degree, or equivalent, in accounting, economics, business studies or a subject area with a strong quantitative bias. The programme requires no prior knowledge of finance, but participants, as graduates with good degrees, are expected to assimilate the basic analysis and ideas quickly, thereby allowing the course to cover the latest developments in the field.

Aims of the programme

The programme will provide participants with:

- > a good understanding of financial theory and analysis
- > an appreciation of the nature and functioning of financial markets and institutions
- > a good working knowledge of accounting information and its use in financial decision-making and analysis
- > the ability to apply the analysis developed in the course in financial management, international finance, international banking, security analysis, portfolio management, options, futures and other derivatives

What themes will be covered during your study?

The MSc Finance has an international flavour, both in the range of topics studied and also in the international spread of students which the course attracts. The curriculum provides a good balance between accounting and finance theory and practical skills and knowledge. In addition to the common foundation classes, core classes address themes such as Corporate Finance, International Banking and Capital Markets and Case Studies in Corporate Finance.

At the elective stage, participants are free to specialise in four areas. Most recent themes have included:

- > Security Analysis
- > Portfolio Theory
- > Treasury and Risk Management
- > Options and Future
- > Management Accounting
- > Money and Capital in Developing Countries
- > Public Sector Financing in Developing Countries
- > Project Management
- > Statistics and Econometrics in Finance

International Accounting & Finance

MSc/PgDip

Who should study this programme?

The programme is designed for those who seek to broaden their previous study of accounting by linking international developments in accounting to a study of financial markets and financial management. For those already working in accounting or finance, the course will enhance their effectiveness by covering the latest developments in the field, encouraging them to question traditional rules and techniques and take an analytical approach to practical problems.

Entry Requirements

We expect a good Honours degree that includes some study of accounting or finance, or an equivalent professional qualification. Degrees that include accounting or finance in a programme of economics, business studies, maths, statistics or computing are all welcome.

Aims of the programme

The MSc in International Accounting and Finance provides an international perspective on the theory and practice of accounting alongside studies of financial management and securities markets. There is a particular focus on the move towards harmonisation with international accounting standards in diverse business settings and the impact of leading standard-setting authorities.

The course provides participants with:

- > an international perspective on accounting theories of income and value
- > critical awareness of international accounting standards and their implementation
- > sound understanding of financial theory and analysis
- > appreciation of the nature and functioning of financial markets and institutions
- > ability to apply analytical techniques in practice

What themes will be covered during your study?

The course provides a suite of classes with an international perspective on the theory and practice of accounting, alongside studies of financial management and securities markets. In addition to the common foundation classes, core classes address themes such as Income and Value Measurement, Positive Accounting Theory and Market-based Research, Comparative International Accounting and Management Accounting.

At the elective stage, participants are free to specialise in two areas. Most recent themes have included:

- > Research Applications in International Accounting
- > Security Analysis
- > Portfolio Theory
- > Options and Futures
- > Treasury and Risk Management
- > Money and Capital in Developing Countries
- > Public Sector Finance in Developing Countries

International Banking & Finance

MSc/PgDip

Who should study this programme?

The MSc in International Banking and Finance will meet the needs of those intending to develop careers in financial management within the international banking sector. For those already working in finance or banking, the course will enhance their effectiveness by covering the latest developments in the field, encouraging them to question traditional rules and techniques and take an analytical approach to practical problems.

Entry Requirements

We expect an Honours degree, or equivalent, in accounting, economics, business studies or a subject area with a strong quantitative bias. The programme requires no prior knowledge of finance or banking, but participants, as graduates with good degrees, are expected to assimilate the basic analysis and ideas quickly, thereby allowing the course to cover the latest developments in the field.

Aims of the programme

The programme will provide participants with:

- > good understanding of financial theory and analysis
- > an appreciation of the nature and functioning of financial markets and institutions
- > good working knowledge of accounting information and its use in financial decision-making and analysis
- > ability to apply the analysis developed in the course in financial management, international finance, international banking, security analysis, portfolio management, options, futures and other derivatives

What themes will be covered during your study?

This programme is designed to develop an understanding of financial theory and analysis, which is particularly relevant to international banking. It explores the concepts and skills required by financial managers and financial analysts operating in a global environment. Additionally, it provides an understanding of contemporary financial problems and issues facing international business and banks.

In addition to the common foundation classes, core classes address themes such as Principles of Finance, Corporate Finance, International Banking and Capital Markets, Financial Management for Banks and Risk Management for Banks.

At the elective stage, participants are free to specialise in three areas. Most recent themes have included:

- > Security Analysis
- > Portfolio Theory
- > Treasury and Risk Management
- > Options and Future
- > Management Accounting
- > Money and Capital in Developing Countries
- > Public Sector Financing in Developing Countries
- > Project Management
- > Statistics and Econometrics in Finance

CHRISTOPHER LINDSAY

MSc International Banking & Finance

I chose to study International Banking & Finance at Strathclyde as I was keen to pursue a career in banking, sparked by past work experience and modules in my undergraduate course. I felt this course would enhance my career prospects.

The course offers modules that specialise not only in banking and finance, but also in accounting, econometrics and investments. By having such a wide choice of subjects, I was able to gain a broad financial knowledge and determine specifically which aspects of banking I wanted to pursue.

I enjoyed the mixture of theoretical and analytical work, and also the opportunities to work in groups. Staff were approachable and I enjoyed meeting fellow students from all over the world.

I am currently working in Risk Analytics and have found that the modules I studied are extremely relevant to my job and have also given me the flexibility to pursue other careers in finance.

The material studied on the course serves as a great benefit when looking to gain professional qualifications, especially CFA and Chartered Banker.

Investment & Finance

MSc/PgDip

Who should study this programme?

The MSc Investment and Finance provides training for a range of careers in the financial sector, as security analysts, portfolio and fund managers, investment bankers, brokers, traders, hedge fund managers and risk managers. The syllabus has been developed with the requirements of the Chartered Financial Analysts Institute (CFA Institute) in mind and the course provides a good starting point if you are seeking CFA qualification.

Entry Requirements

We expect you to have a good undergraduate degree in areas such as economics, accounting & finance, business administration, and more quantitative subjects such as mathematics, statistics, physics or engineering. Applications are also considered from those with appropriate professional qualifications and relevant practical experience.

Aims of the programme

The course will provide participants with:

- > understanding of financial theory and analysis
- > appreciation of the nature of financial markets and institutions
- > good working knowledge of accounting principles and financial statement analysis
- > understanding of the techniques and concepts employed in the valuation of bonds and equities
- > ability to develop portfolios and investment strategies to meet risk-return objectives
- > understanding of derivatives – options, futures, swaps
- > understanding of the quantitative analysis and techniques employed in finance

What themes will be covered during your study?

The MSc Investment and Finance is widely regarded as vocationally relevant and intellectually challenging and will provide you with a rigorous grounding in the theory of finance. It also covers the various techniques and analytical tools widely employed by investment professionals in practical decision-taking.

In addition to the common foundation classes, during core classes, participants will address themes incorporating a wide range of financial instruments and the markets in which they are traded, such as:

- > Bond & Fixed Income Securities
- > Analysis of Equities
- > Portfolio Theory & Management
- > Options & Futures
- > International Banking & Capital Markets

At the elective stage, participants are free to specialise in two areas. Most recent themes have included:

- > Statistics and Econometrics for Finance
- > Emerging Capital Markets
- > Treasury Management
- > Money and Capital in Developing Countries

Careers

MSc graduates from the Strathclyde Business School are employed in leading financial institutions around the world (eg Goldman Sachs, JPMorgan and RBS). As global competition increases and technology continues to evolve, there is a greater demand for well-educated finance specialists who are able to respond to the challenges of the international financial sector.



Department of Economics

www.strath.ac.uk/economics

RESEARCH DEGREES

DBA, MPhil, PhD

TAUGHT COURSE

MSc Economic Management & Policy

RESEARCH ENVIRONMENT

The Economics group at Strathclyde is one of the largest in the UK and has a strong international reputation. The Department has a strong focus on policy-relevant research, particularly in globalisation and regional economics, applied econometrics, and environmental economics and sustainable development. It is part of the Scottish Institute for Research in Economics and leads the research theme on Regions and Globalisation.

We have a strong track record in attracting external funding and our current portfolio of research projects from various sources (including Leverhulme Trust, ESRC and EPSRC) is valued at £1.5 million. The Department is also involved in managing a £3 million ESRC initiative.

We have strong international links with institutions around the world. Many staff members have taught and conducted research at universities and research institutions across Europe and beyond. The Department jointly organises (with Johannes Kepler University Linz) the European Trade Study Group, the world's largest annual conference on international trade.

RESEARCH AREAS

Globalisation and Regional Economics

This area has risen in prominence recently with grants totalling more than £1.7 million from sources such as the ESRC and Scottish Funding Council. The Department also has funding in association with the centre for Spatial Economics based at the London School of Economics. *The Journal of Spatial Economic Analysis* is managed from the Department.

Much of the research in regional economics is conducted within the Fraser of Allander Institute, recognised by government, the media and business as the premier research unit on the Scottish economy, and within the Centre for Public Policy for the Regions, a joint research institute of the Universities of Glasgow and Strathclyde.

- > Multinational enterprises and foreign direct investment
- > Globalisation and international trade policy
- > The national impact of regional policies and regional impact of national policies
- > Multi-level governance and the economics of devolution and fiscal decentralisation
- > Regional growth, enterprise, R&D and productivity
- > Regional and national computable general equilibrium modelling
- > Demographics
- > Regional and national impacts of Higher Education Institutions
- > Spatial economics and the new economic geography
- > Modelling the economic geography of house prices

Applied Econometrics

This area of research has been developed with ESRC and Leverhulme awards totalling over £225,000 and a number of key academic appointments. Recent research includes:



- > Bayesian econometrics: theory and applications
- > Nonlinear times series models with regime-switches or structural breaks
- > Stochastic frontier models for efficiency and productivity analysis
- > Analysis of panel data
- > Panel unit root and co-integration tests
- > Analysis of longitudinal data
- > Applications of time series methods
- > Spatial econometrics
- > Panel data methods with spatial dependence

Environmental Economics and Sustainable Development

In recent years this research area has benefited from grants totalling more than £3 million from organisations such as the ESRC, EPSRC and DEFRA, which has led to many publications in peer-reviewed journals. Research is focused on:

- > Environmental economics
- > Impact of environmental regulations on firm location
- > Air pollution health impacts
- > Economics of energy, including economic, social and environmental impacts of marine and other renewables
- > Modelling sustainable development
- > Analysis of energy and environmental policies

RESEARCH DEGREES

DBA: The first stage of the DBA is a taught Master's course such as the MSc in Economic Management and Policy. DBA students begin their research stage (normally lasting 27 months) following successful completion of the classwork part of the MSc.

MPhil: Students wishing to conduct a shorter piece of research may register for the MPhil, which takes around one year full-time or 21 months part-time.

PhD: Students without an MSc in Economics or an associated subject area would normally be registered on the Scottish Graduate Programme in Economics (SGPE), to which the University of Strathclyde is a contributing member. Those who already hold a suitable MSc register directly at Strathclyde. Suitability is judged in terms of both required standard and breadth of coverage in

economics. To be considered for this option, please contact us (details below). You are encouraged to become members of the SGPE programme to benefit from the additional research skill courses that the programme offers.

Scottish Graduate Programme in Economics: This is a four-year, full-time doctoral research programme. The first year comprises an intensive taught course, currently run in Edinburgh, to which staff from all the eight associated universities contribute. This year concentrates on theoretical foundations and leads to an MSc in Economics. In the subsequent years, PhD students return to their sponsoring universities while retaining a link with the SGPE through voluntary courses, teaching research skills and associated seminar sessions.

CONTACT FOR RESEARCH DEGREES

Kirsty Fontanella

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e: kirsty.fontanella@strath.ac.uk



MARIE TAMBA

MSc Economic Management and Policy

The MSc Economic Management and Policy was recommended to me during my undergraduate Erasmus year which I spent at Strathclyde. The programme is designed to provide advanced knowledge of economics to postgraduate students from different backgrounds and also offers the possibility to specialise in an applied field of economics. I chose the Environmental Economics pathway, as it is a particular interest of mine. The programme helped me improve my professional skills through teamwork and presentation exercises and developed my interest in new areas of research in this field – so much so that I have now joined the research team to pursue a PhD.

Economic Management & Policy

MSc (with 5 specialist pathways)
(full-time, part-time)

The MSc in Economic Management and Policy is an exciting and distinctive package of programmes that provides the opportunity to train as a professional economist. The programme focuses on the application of techniques for decision-making and problem-solving in private and public sector organisations. The emphasis is on applying the insights of economics in particular contexts and the adaptations, which are required when theory has to confront the complications of the real world. In particular students will be exposed (through projects, case studies and group work) to the multifaceted nature of the problems with which policy-making has to contend.

This programme is the first in the UK to be recommended by the Government Economic Service.

Who should study this programme?

The degree is targeted at those seeking a career as a professional economist with a broad range of skills and abilities and whose work is likely to involve a multidisciplinary approach to problem-solving and policy-making. It is suitable for those intending to develop careers in economics, finance, statistics, banking, energy, environment, development, policy, health, local government, regulatory organisations, business and economic journalism, consultancy, and management. For those already working in one of these areas, the course will enhance their effectiveness by developing skills in data analysis, economic appraisal, policy analysis and economics-based intelligence and research. By appropriate choice from a broad range of options, a more focused degree can be constructed with specialisation in one or more of the areas listed opposite.

Entry Requirements

Second-class Honours degree, or equivalent, in economics. If your degree does not contain a sufficiently large economics component you may be offered a place conditional on completion of a self-study distance learning economics module.

Aims of the programme

The programme will provide participants with:

- > good understanding of micro and macroeconomic theory that reinforces and extends economics-related knowledge that you have acquired previously and which is heavily used by professional economists
- > extensive experience in the theory and practice of economic appraisal
- > experience in the application of economic theory to policy development and decision-making in public and private sector organisations
- > appreciation of the nature and functioning of markets, institutions and policy-making environments that condition and shape policy choices
- > good working knowledge of statistical and econometric modelling techniques that support analysis and decision-making
- > the skills necessary for preparation and communication of economics-based intelligence analysis and reports
- > wide choice of elective classes to orientate their degree studies to particular areas within economics (such as environmental, energy, financial, business or regional economics) that are most suitable for their intended career paths

What themes will be covered during your study?

The MSc in Economic Management and Policy has a heavily applied economics orientation. It places emphasis on using economics principles to provide appropriate intelligence for, and to give strong foundations for,

choices about policy-making and effective decision-taking.

All participants will acquire a strong foundation in macroeconomic analysis. Particular themes include the operation of fiscal and monetary policy in an increasingly interdependent global economic environment; the macroeconomy in the medium term in imperfectly competitive labour and product market contexts; and the determinants of long-term growth. Microeconomics classes will place emphasis on how resource allocation choices are shaped by uncertainty and by strategic interactions among players, and how the institutional environment of an organisation affects its choices about organisational structure, governance mechanism and its long-term strategy.

We attach importance to the communication skills of our graduates – economists must be able not only to analyse problems but also to communicate the results of those analyses clearly and effectively to their colleagues and clients. Organisations also expect their economists to communicate effectively and work well with experts from other disciplines. A part of what you will be doing on the programme – particularly in the core Economic Appraisal class – will develop and hone those skills in the contexts of choices to be made about energy and environmental policy, regional and health economics, and economic development.

Programme Duration

MSc: 12 months full-time; 24 months part-time

Careers

Graduates are able to enter directly into employment as applied economists in the private or public sector. If you are already in employment, this degree will enhance your qualification and career path. This is a vocationally-oriented programme designed to develop economic skills useful for formulating policy in, and managing, organisations, rather than simply training academic or research-oriented economists.

Common core classes and programme structure

Irrespective of your pathway choice, we are keen that all our course members gain a broad range of skills and abilities, yet still have the ability to tailor their chosen programme to suit their personal objectives.

Core classes – three of the five core classes are taken by all students in the first semester irrespective of their chosen pathway. The remaining two core classes are taken in the second semester.

Elective classes – this is where you begin to tailor your studies, by selecting from a range of elective subjects. Electives include those offered by the Department, and also classes from any other department within the Business School.

Project – your MSc study culminates in a period of independent research. Research skills are developed in the core Research Methods class. Your study for, and work on, the project is supported by an appropriate departmental member of staff. Topics can be chosen from within the broad range of issues covered on the programme, giving you the opportunity to further specialise and develop your own particular areas of interest. You will be assessed on your ability to select and apply relevant theory and research methods.

Curriculum

CORE CLASSES

- > Microeconomic Management and Policy
- > Macroeconomic Environment
- > Quantitative Methods
- > Economic Appraisal
- > Research Methods

ELECTIVE CLASSES (SEMESTER 2)

Two elective classes (20 credits each) are chosen. A 20-credit elective will consist of two 10-credit components, allowing flexibility to mix 10-credit components in a different way to the following combinations:

Energy, Environment and Economy

- > Energy Economics and Modelling
- > Environmental Economics and Policy

Managerial and Industrial

- > Industrial Economics
- > Regulatory and Competition Policy

International and Financial Economics

- > Financial Economics
- > International and Development Economics

Applied Econometrics

- > Applied Econometrics 1 (Cross-sectional and stationary time series applications)
- > Applied Econometrics 2 (Non-stationary time series and panel data applications)

Games of Strategy

- > Introduction to Strategic Analysis
- > Advanced Game Theory

CONTACT

Roger Perman

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DID YOU KNOW

The Strathclyde MSc in Economic Management and Policy is the first such programme to be formally recommended by the UK Government Economic Service.

Department of Human Resource Management

www.strath.ac.uk/hrm

RESEARCH DEGREES

MRes, MPhil, DBA, PhD

TAUGHT COURSES

MSc/PgDip

Human Resource Management (full-time & part-time)

International Human Resource Management

MSc

Coaching & Mentoring (part-time)

PgCert

Executive Coaching (part-time)

CONTACT FOR TAUGHT COURSES

Anne Preston

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The Department of Human Resource Management (HRM) has a broad human resources, organisational behaviour and industrial relations focus and undertakes research in a wide range of international and UK public, private and voluntary sector organisations. Department staff serve in and advise a variety of business, government and civil society organisations including the Scottish Government, the Equality and Human Rights Commission, the UK Call Centre Association, the Advisory, Conciliation and Arbitration Service (ACAS), and the unions AMICUS and Uni-Graphical.

RESEARCH

The Department submitted its outputs into the last Research Assessment Exercise under the heading of Employment Studies. Within that framework, research interests and projects undertaken by staff and doctoral students fall into three broad areas:

Knowledge, skills and labour power in the contemporary economy

- > soft skills, new skill requirements, training, recruitment; aesthetic and emotional labour
- > creative industries and work
- > job quality, low-waged work, employability, unions, learning and skills
- > employability, career pathways and outcomes

Regulation and restructuring of employment relations

- > global business; outsourcing; global value chains and production networks; supply chains and inter-organisational power relations
- > employment relations in the voluntary sector and care work; psychological contracts; trust; union organising & labour mobilisation; employee voice; control, resistance and misbehaviour; lean working; partnership; flexibility; high performance work practices and performance management
- > equality issues; gendered pay and jobs; migrant labour

Work, Health and Well-being, Development

- > work-life boundaries,
- > sickness and absence, occupational safety, risk, stress, job design
- > coaching, mentoring
- > the ageing workforce



The Department also incorporates the Scottish Centre for Employment Research (SCER), which carries out policy-related research and consultancy relevant to the context of devolved government in Scotland. The Centre produces high-quality academic research valued by policy-makers, not just in Scotland but also across the UK and EU. SCER has been awarded funding by a range of bodies, including the Scottish Government, to examine skills and training provision in Scotland, and by the Glasgow Employers' Coalition to report on enhancing lone parent employment.

RESEARCH DEGREES

MRes, MPhil, DBA, PhD

PhD PROGRAMME

The PhD programme provides students with a structured experience of academic life. In addition to carrying out their own research, this includes opportunities for teaching, conference attendance, and access to researcher development training within the Business School throughout their period of study. Computer and office facilities are available, and the Department has access to agencies and organisations willing to cooperate in empirical research. The Department welcomes doctoral research on a broad range of topics within employment studies, but gives priority to projects that create synergies with existing areas of expertise and strength.

MRes

The Department also offers the MRes as a stand-alone degree which can be tailored to HRM.

The Department offers a stimulating environment for research students. Prestigious journals are run from the department, notably *Employee Relations* and *Work, Employment & Society (2008-2010)*. There is an active research seminar programme to which staff and

a number of distinguished visiting academics contribute. Applications for research are considered for full-time or part-time study. Prospective applicants are invited to send a research proposal and current CV to the Director of Postgraduate Research.

CONTACT FOR RESEARCH DEGREES

Professor Dora Scholarios
 Director of Postgraduate Research
t: +44 (0)141 548 3135
e: d.scholarios@strath.ac.uk

TAUGHT COURSES

The management of people has emerged as a key issue for all organisations. As the continued success of organisations is now increasingly recognised to be due to the significant contribution of employees, understanding how and why human resource policies and practices are developed and implemented is an important attribute in contemporary organisations. The Department of Human Resource Management has many world-leading researchers in this field who, through their teaching on these programmes, can offer insight into the theory and practice of human resource management from small locally-based businesses to major global corporations operating in many different countries and cultures.

Postgraduate degree programmes in the Department of Human Resource Management are available for study on a full-time and part-time basis in Glasgow.

Which programme should I choose?

The programme descriptions will give you an idea of who we are aiming each programme at, along with an overview of what you can expect during your studies. Further information can be found on our website, and by discussing your choice with our departmental contacts.

KAVITA BRITTO

MSc Human Resource Management

I decided to study at Strathclyde as it is reputed to be one of the best in the field of HRM in the UK. The Department is distinguished for the high quality of research and this was another reason I chose to come here.

Coming from an accountancy background the course was challenging and helped me learn a lot about the social sciences. It set high standards of academic excellence and also brought together theory and practice through a placement that helped me learn the practical aspects of management.

The course effectively equipped me with the necessary theory and skills to meet my career goal of running an organisation for underprivileged children as many NGOs in developing countries are not effective because of poor people management skills.

Human Resource Management

MSc/PgDip (full-time)

Who should study this programme?

Successfully mixing theory and practice, the course offers an opportunity for in-depth study of organisations and the management of work. The course also enables participants to work towards a professional level of membership of the Chartered Institute of Personnel and Development (CIPD). Professional Development will be addressed throughout the teaching provision, the Business Skills module, exercises and projects such as the Management Research Report.

The Student Awards Agency for Scotland may provide funding towards tuition fees for a number of eligible students.

Entry Requirements

First- or second-class Honours degree, or equivalent, in arts, social science or business-related discipline. There are strict selection criteria for this course and places are limited.

Aims of the programme

The programme will provide students with:

- > skills required for a career in HRM
- > understanding of contemporary practice in modern employment policies and methods
- > underpinning knowledge required for a professional level of Chartered Institute of Personnel and Development (CIPD) Membership

What themes will be covered during your study?

Modules currently include:

- > HRM in a Business Context
- > Employee Relations
- > Human Resource Development
- > People Resourcing
- > Methods of Professional Enquiry
- > Business Skills Development
- > Managing Human Resources
- > Employee Reward

One elective is chosen from a list which includes:

- > Employment Issues and the Law
- > Labour and Diversity in a Global Context
- > Psychology of Risk Management

Management Research Report

During the second semester, students produce a management research report based on the analysis of a human resources issue in an organisation. Students require access to an organisation to carry out this research and are encouraged to use their own contacts to arrange this, although assistance will be given by the Department.

Programme Duration

MSc: 12 months full-time (including PgDip)
 PgDip: 9 months full-time

Careers

Graduates are equipped to pursue a wide variety of career options in the HR arena, in public, private and voluntary sector organisations. Recent graduates have gained jobs in RBS, Scottish Power, Diageo, NHS Trusts and charitable organisations.

Human Resource Management

MSc/PgDip (part-time)

Who should study this programme?

This programme is intended for practising human resource professionals or general managers. The course enables participants to work towards a professional level of membership of the Chartered Institute of Personnel and Development (CIPD). If you have the required work experience you may be in a position to apply for professional membership assessment on completion of the course.

Entry Requirements

PgDip: First degree or equivalent qualification plus relevant experience in HR or general management. Candidates with other relevant qualifications may also be considered. Applicants who hold a CIPD Certificate-level award will normally be required to complete the Certificate of Professional Development in HRM.

MSc: Successful completion of the PgDip in HRM from the University of Strathclyde or equivalent from another UK university.

Aims of the programme

The programme will provide participants with:

- > underpinning knowledge required for a professional membership level of CIPD
- > skills required to progress their careers in HR through research-led teaching and practical skills workshops through a Business Skills module
- > possibility to convert PgDip in HRM or equivalent to an MSc

What themes will be covered during your study?

Modules currently include:

YEAR 1

(Tuesday afternoon and evening each week during semester)

- > HRM in a Business Context
- > People Resourcing
- > Human Resource Development
- > Business Skills 1

YEAR 2

(Wednesday afternoon and evening each week during semester)

- > Managing Human Resources
- > Employee Reward
- > Employee Relations
- > Business Skills 2

One elective is chosen from a list which includes:

- > Employment Issues and the Law
- > Labour and Diversity in a Global Context
- > Psychology of Risk Management

The Diploma stage concludes with a 7,000-word Management Research Report, usually based on an HR issue within the student's place of employment.

YEAR 3 MSc

Participants reaching an appropriate standard can choose to progress to the MSc, which requires a 15,000-word dissertation on an approved topic along with participation in a series of workshops on research methods.

Programme Duration

PgDip: 24 months part-time

MSc: 12 months part-time (post-diploma)

Careers

Working towards professional membership of CIPD has resulted in many participants being promoted within their organisations both during the course and soon after completion. Many are able to apply for upgrade to a professional member grade soon after completing the programme based on previous experience.

STEWART DERRICK

MSc Human Resource Management

My undergraduate degree was in Business Studies and I had work experience in sales and in-house recruitment so the natural progression was to a Master's in Human Resource Management.

The main reasons I opted for this course were two-fold – the first being that Strathclyde Business School is one of the top business schools in Europe so a qualification holds a large amount of merit. Secondly, the course offered the opportunity of a Master's Qualification and CIPD accreditation. Attaining a professional qualification was particularly attractive in practical terms for furthering my career within the HR sector and giving me an edge when looking for a role after the completion of my course.

The course was challenging and stimulating and administered by lecturers who were published on many occasions and experts within their fields. With the variety of assignments, group work, situational role plays and exams, we covered a vast amount of disciplines and useful scenarios for my future career.

International Human Resource Management

MSc/PgDip

Who should study this programme?

The management of human resources is increasingly taking place in a global context. More people are working for international organisations and the labour force is becoming more culturally diverse; competition between companies and countries is more global; and as the global financial crisis showed, the world economy is being increasingly interlinked and subject to regulation by international bodies. All this makes the study of human resource management more important and more international in scope. As the globalisation of business continues, an ability to understand the differences between employment practices in a variety of cultural and institutional contexts becomes an important attribute for those interested in the management of people.

This course allows for the development of an understanding of how and why human resource policies and practices differ across the world; and how multinational companies manage the process of addressing these challenges. The course will equip students to think critically about these issues as well as encouraging them to think more practically about the skills required to manage in an international context.

Entry Requirements

First- or second-class Honours degree, or equivalent, in arts, social science or business-related discipline.

Aims of the programme:

The programme will provide participants with:

- > good understanding of theoretical debates and policy issues effecting human resource management in the global context
- > awareness of the range of possible national and regional models for the management of human resources within the globalised economy
- > appreciation of the impact of local cultural and institutional influences on the practices of global organisations
- > good working knowledge of the skills required to manage in an international context and how multinational organisations can best mobilise a culturally diverse workforce

What themes will be covered during your study?

The MSc International HRM has an international flavour, both in the range of topics studied and also in the mix of students from a range of countries and cultures which the course is aiming to attract. The curriculum provides a good balance between theory and practice in allowing students to consider broader debates about globalisation and international political economy as well as more focused issues with regard to how companies seek to manage people across the globe.

Modules include:

- > Global Staffing
- > Business Systems
- > Comparative Employment Relations
- > Labour and Diversity in a Global Context
- > Methods of Professional Enquiry
- > Research Report

Three electives will also be taken from the following subjects:

- > Employee Relations
- > Employee Reward
- > People Resourcing
- > Human Resource Development
- > Employment Issues and the Law
- > Psychology of Risk Management

MSc students also complete a dissertation on an approved topic.

Programme Duration

MSc: 12 months full-time

Careers

Graduates will be attractive to a range of private, public and voluntary organisations. The programme will allow graduates to consider specialising in HRM or more general, graduate-entry management posts. Recent graduates from the Department have gained jobs in a range of leading internationally-based organisations, including IBM, Shell, Accenture and Oxfam.



Coaching and Mentoring

MSc (Post-diploma) (part-time)

This is a 12-month programme to convert a PgDip in Executive Coaching into an MSc.

Who should study this programme?

Coaching and mentoring are now well-established features of workforce, human resource and leadership development.

This course is particularly appropriate if you are interested in:

- > developing your expertise in and understanding of coaching/mentoring
- > evaluating your own practice of coaching/mentoring
- > providing expert knowledge and advisory capacity to employers and organisations
- > advancing your level of academic achievement

Entry Requirements

PgDip in Executive Coaching or equivalent qualification from an institution with professional accreditation.

Aims of the programme

The programme will provide participants with:

- > professional-level specialist and core skills in coaching/mentoring, and in identifying and analysing problems in human development and learning
- > a broad theoretical base in coaching/mentoring
- > in-depth knowledge of the social science of coaching/mentoring in organisation, management and social contexts

What themes will be covered during your study?

- > Research Methods
- > Dissertation

Programme Duration

MSc: 12 months part-time

Careers

Professionally qualified coaches and mentors are increasingly in demand and career prospects are excellent. MSc graduates are well-placed for involvement in policy development, including training and supervision of other coaches/mentors.

Executive Coaching

PgCert (part-time)

Who should study this programme?

Executive Coaching involves one-to-one and team development for managers and leaders. This course is suitable for experienced coaches and those with significant expertise in related areas, such as Human Resource Development, who wish to develop their coaching skills while exploring the intellectual and academic aspects of the subject. The programme was awarded the prestigious European Quality Award (EQA) in 2008 from the European Mentoring and Coaching Council.

Entry Requirements

First degree in a business or human science subject from a university or other Higher Education institution. A relevant professional qualification. Several years' management and coaching experience. Clear demonstration of career relevance. Introductory course in coaching and/or significant experience in using coaching techniques in a work situation.

Aims of the programme

The course is appropriate if you wish to:

- > develop your expertise in the area of executive coaching
- > evaluate and enhance your own practice of executive coaching
- > provide expert knowledge and advisory capacity to employers
- > develop a deeper, evidence-based and more critical understanding of executive coaching
- > advance your level of academic achievement in executive coaching

What themes will be covered during your study?

The programme develops knowledge and skills in professional practice, with supervised practice between taught sessions. Attendance at each module involves two full days of study (normally Friday/Saturday) as well as a three-day residential event.

Topic areas covered will include:

Executive Concepts & Methods – introduces executive coaching competence through exploration of skills, concepts and practices most commonly used in professional practice.

Executive Coaching Perspectives – provides an opportunity to examine executive coaching in contemporary organisational and professional contexts, exploring concerns about people and performance in leadership development and change.

Mastering Executive Coaching – broadens and deepens mastery of executive coaching by supporting supervised practice and the integration of knowledge with coach personal development.

Programme Duration

12 months (part-time only)

Careers

Accredited development in Executive Coaching is increasingly important for people with careers in coaching, management and leadership development, as well as those working as management consultants who become active in coaching roles and projects.

Hunter Centre for Entrepreneurship

www.strath.ac.uk/huntercentre

RESEARCH DEGREES

MRes, MPhil, PhD

The Hunter Centre for Entrepreneurship has grown rapidly since the generous donation of £5 million by entrepreneur Sir Tom Hunter, an alumnus of the University. The biggest entrepreneurship centre in Scotland and one of the largest in the UK, the Hunter Centre is widely recognised among both academics and policy-makers as a leader in entrepreneurship research.

RESEARCH ENVIRONMENT

The research environment is dynamic and international. Our academic staff come from the UK, Ireland, USA, Greece and Germany and have held visiting positions at a range of universities around the globe, including Canada, Australia, New Zealand, Norway and France. Our academics also have key involvement in leading-edge journals, including *Venture Capital*, *International Small Business Journal*, and *Entrepreneurship Theory and Practice*.

Students have completed PhD dissertations on the following topics: Founders Human Capital and High Technology New Venture Survivability; Entrepreneurial Management and the Performance of Firms in the Malaysian Multimedia Super Corridor; De-Internationalisation of Small High Technology Firms; The Commercialisation of University Patents; The Corporate Venturing Process; and Portfolio Entrepreneurship and Failure

We currently have 11 full-time and four part-time PhD students. Their topics are as follows: Technology Commercialisation; Return Migration and Venture Capital in China; Entrepreneurship Development Policies in Botswana; Management Teams in High Technology Businesses; the Development of Small Business Policy in the UK; Entrepreneurship in the Music Industry; Business Failure; Changes in Business Models of University Spin-Outs; Entrepreneurship in Nepal; Digital Media Clusters; Womens' Entrepreneurship and Finance in Saudi Arabia; Entrepreneurial Philanthropy; Social Entrepreneurship; The Dynamics between the Entrepreneur and Professional Managers; and Venture Capital Investment Returns

RESEARCH TOPICS

Our research falls within five main themes:

Entrepreneurial Attitudes, Activity and Aspiration

The Hunter Centre for Entrepreneurship produces the annual Global Entrepreneurship Monitor (GEM) country report for Scotland, and contributes extensively to other UK GEM reports and the international GEM reports. This provides a key resource for researching levels and types of entrepreneurship activity, including understanding how new ventures come into existence and develop over time – the core of entrepreneurship.

Entrepreneurial Resources

A focus on entrepreneurial resources, particularly access to financial and human resources, is a key research theme for staff in the Hunter Centre. This area of research examines in particular the role of individuals and institutions that enhance the entrepreneurial environment. One aspect of this research concerns access to finance, including business angel finance, early-stage venture capital and access of women entrepreneurs to bank loans.



RESEARCH FACT FILE

The Global Entrepreneurship Monitor (GEM) research programme is an annual assessment of the national level of entrepreneurial activity. It now includes comparative assessments of entrepreneurial activity rates in 42 countries, researching the role of entrepreneurship in national economic growth. The Hunter Centre has played a significant role in the international organisation of GEM since 2000 and is responsible for the Country Report for Scotland.

A second aspect concerns the recruitment and retention of key employees, in particular for high-technology ventures and technology commercialisation efforts.

Entrepreneurial Contexts

Entrepreneurship takes place in a variety of contexts. Research in the Hunter Centre focuses on entrepreneurship in the corporate context, universities, home-based businesses, social enterprises and the household context. Staff in the Hunter Centre also research entrepreneurship within specific industry sector contexts, including agriculture, professional services and R&D-focused organisations, and specific geographical contexts, including technology clusters and rural locations.

Entrepreneurial Wealth and Philanthropy

What entrepreneurs do after they have created significant wealth is a key research theme for Hunter Centre staff. The main research focus is an ESRC-funded study of entrepreneurial philanthropy. Related research includes a study of the entrepreneurial recycling process, and entrepreneurial incomes, wealth and the components of economic well-being within entrepreneurial households.

Entrepreneurship Policy

Much of the research undertaken in the Hunter Centre for Entrepreneurship has an explicit policy orientation. The GEM research informs and is widely cited in national and international policy circles. The research on access to funding by women entrepreneurs has been disseminated into UK clearing banks and international finance agencies including the European Microfinance Network and the Global Banking Alliance and formed the evidence base for the UK Government's Women's Enterprise Task Force. Expertise on business angels has led to research contracts with the Department for Business, Innovation and Skills. Research on high growth firms in Scotland has influenced the approach of Scottish Enterprise to promoting entrepreneurial activity.

EXTERNAL LINKAGES

Staff in the Centre have a wide range of links with external organisations, including the Entrepreneurial Exchange, the Prince's Scottish Youth Business Trust, the Scottish Family Business Association, LINC Scotland, Scottish Enterprise, Highlands and Islands Enterprise, and the Scottish Institute for Enterprise. These links support research in a variety of ways including access to key individuals and their insights, connections and data.

RESEARCH ENVIRONMENT

The research environment benefits from a range of seminars and workshops offered over the academic year:

Monthly Research Seminars – featuring entrepreneurship researchers from the UK and overseas

Occasional Research Workshops – aimed mainly at postgraduate students and new staff and covering various aspects of the research process

Postgraduate Research Seminars – PhD students give an annual seminar on their research progress

Entrepreneurship Research Forum – two-day forum supporting the entrepreneurship research community in Scotland, normally facilitated by a leading international entrepreneurship scholar. In recent years this has been run in conjunction with the University of Newcastle.

Visiting Scholars – the Centre is a popular destination for long-term and short-stay academic visitors from the USA and Canada, Europe and Australasia. They are available to provide informal and ad hoc advice to PhD students.

RESEARCH DEGREES

MRes, MPhil, PhD

Applicants for PhD/MRes should hold a first- or upper second-class Honours degree in a related social science discipline. Applications from candidates with relevant Master's degrees will also be welcomed, as will applications from those who are close to completing their Honours degree.

We encourage applications that are consistent with the existing and planned research projects and interests of staff.

We also encourage applications that combine the development of theory with either qualitative or quantitative empirical work, and a public policy dimension.

Initial enquiries should be made by email to Professor Colin Mason (see below) and should include:

- > a considered research proposal, including how your area of interest fits with the Centre's research profile current CV
- > indication of whether you would be studying part-time or full-time
- > indication of whether you have funding or are seeking a scholarship

CONTACT FOR RESEARCH DEGREES

Professor Colin Mason

Director of Research

t: +44 (0)141 548 4259

e: colin.mason@strath.ac.uk

DID YOU KNOW

The Hunter Centre collaborates with the David Livingstone Centre for Sustainability to provide specialist modules on the innovative cross-faculty MSc in Environmental Entrepreneurship.



Department of Management

www.strath.ac.uk/management

RESEARCH DEGREES

MRes, MPhil, DBA, PhD

TAUGHT COURSES

MSc/PgDip

Master of Business and Management (MBM)
Business Information Technology Systems
International Management

CONTACT FOR TAUGHT COURSES

SBS Student Recruitment and Marketing Unit

t: +44 (0)141 553 6118/9

e: sbs.admissions@strath.ac.uk



With over 40 years of experience in course development, the Department of Management is regarded as a pioneer and major innovator in the field of business and management education. Research in the Department is strongly rooted in managerial practice and this focus is reflected in our postgraduate and undergraduate courses and in our executive education and consulting activities.

Our track record in the provision of high-quality postgraduate education attracts some of the brightest talent from across the globe and our portfolio of postgraduate courses reflects the research emphasis on managerial practice and seeks to deliver practice-relevant knowledge in specific aspects of business activity.

All the Department's postgraduate programmes offer a holistic learning experience drawing on interdisciplinary expertise from around the faculty. They also focus on developing the soft skills of managing. In this way our graduates are prepared to enter the world of work as knowledgeable, reflective practitioners.

RESEARCH

Our research activities reflect a very lively and diverse set of high profile practices that have gained both international and national recognition. The overarching theme that unites us as a research community is our shared interest in the practices and processes of management in global contexts. Within this, there are several topic areas around which our activities cluster, such as strategic management, organisational learning, innovation and change management, and organisation and society. Our interest in management and organisations in general includes international business, and hospitality and tourism management as specialist fields of inquiry. We approach all these topics using a variety of largely, though not exclusively, qualitative and interpretivist research methods. Our research is disseminated across a range of outlets including international conferences, speaking engagements, and academic and practitioner journals that appeal to general management, international business, hospitality and tourism management, sociology and philosophy audiences. The aim of the Department's research is to be relevant and useful and to generate impact for a range of end users both within and beyond academia.

We welcome research students as active members of our vibrant community. Postgraduate researchers currently in the Department include 17 PhD, eight DBA, and four MRes students. Their research interests range across topics such as 'virtuality and crisis decision-making', 'interdisciplinarity in collaborative

communities of practice', 'corporate social responsibility: why good people do bad things', 'a practice perspective on strategy commitment and legitimacy', 'ambiguity and powerlessness among middle managers in the hospitality sector', 'medical tourism in Greece', 'the dynamics of self-managed project teams in SMEs', 'internationalisation strategies of developing country Born Global firms', 'cultural conflict and assimilation: an exploration of Chinese communication styles', and 'work and management in the creative industries'. In addition, we invite expressions of interest to work in the following areas:

- > understanding strategy processes and developing practices for facilitating strategy development and implementation
- > management of the multinational enterprise, including the management of knowledge and innovation, transfer of managerial practice, and institutional entrepreneurship
- > exploring best practice management, Best Companies, and dignity at work
- > managing the dynamic processes of change, innovation and creativity
- > sociological and critical perspectives on hospitality and tourism enterprises
- > internationalisation processes of MNEs, smaller organisations and entrepreneurial firms
- > developing and evaluating processes for scenario planning and future studies
- > cross-cultural and comparative management
- > emotions in managerial work and organisational life
- > management and organisational learning, especially reflective and reflexive practice in management contexts
- > constructed and emergent identities in organisations
- > business history and archival research
- > women in management
- > strategy as an ontology of 'becoming'

RESEARCH DEGREES

MRes, MPhil, PhD, DBA

CONTACT FOR RESEARCH DEGREES

Hilde Quigley, Research Secretary

t: +44 (0)141 553 6109

e: hilde.quigley@strath.ac.uk

Master of Business & Management (MBM)

MSc/PgDip

Who should study this programme?

This programme aims to provide high-potential graduates from disciplines other than general business with the skills and knowledge that will enable them to understand both how organisations work, and how to work in organisations. The course attracts people with a range of backgrounds and nationalities and this variety adds to the richness of class discussions as people examine different organisational practices, and varying responses to organisational problems. A feature of the qualification is that those attaining the MBM can, with further study, convert their degree to a Strathclyde MBA after three years post-graduation work experience.

Entry Requirements

First- or second-class Honours degree, or equivalent, in a non-business or management-related subject. For applicants whose first language is not English, an IELTS minimum overall band score of 6.5 (with no individual test score below 5.5) or TOEFL iBT minimum total score 90-95 (minimum scores of 21 in Listening and Writing, 22 in Reading and 23 in Speaking) is required.

Candidates are not required to have work experience but participants may be a few years into their career.

Aims of the programme

The MBM is not only about providing a solid understanding of the different functional areas that make up organisations, it is also about helping participants realise their potential as future professional managers. Specifically, the course aims to:

- > impart the understanding and skills to manage across the full range of core business functions, through the application of contemporary theory to professional practice
- > develop leaders of the future who have a critical understanding of their role in creating and sustaining productive, high performing and innovative relationships which achieve enhanced levels of organisational performance in businesses which operate both at a global and local level
- > foster a mind-set which incorporates cross-cultural, diversity, ethical and environmental sensitivity; and the ability to relate this to the local and national context
- > enable graduates to make robust decisions through the effective management of knowledge and information drawn from the complex internal and external organisational environment, and to prepare them to contribute to strategic decision making.
- > instil in graduates a critical and reflective understanding of themselves and others that sees them engage with continuous personal and professional development and demonstrate increasing levels of responsibility in working autonomously and collaboratively.

What themes will be covered during your study?

The study programme follows three themes. The first theme covers the different functional areas of management and the underpinning processes associated with organisations. Classes include; Managing People, Marketing Management, Managerial Accounting, Business Operations, Finance and Financial Management, Analytical Support for Decision-making, Business Economics and Business Strategy.

Intertwined with these subjects is the theme of personal development. The class Professional Management Practice is designed to help you build an understanding of the skills needed to be a successful manager and enable you to identify and address your development needs. This is achieved through an exciting combination of

workshops, organisational case studies and outward-bound exercises. The final theme of the programme is specialisation. While it is possible to continue building a broad-based understanding of business through the electives and final project, many choose to focus on a specific discipline, or industry, as a way to signal their expertise to employers. A wide range of elective topics is available during the Business School's Spring and Summer schools, in addition to the topic you choose to examine through your MBM project.

Programme Duration

MSc: 12 months full-time; PgDip: 9 months full-time

Careers

As your first-step into the managerial world, MBM graduates find that the skills and knowledge they acquire on the course are relevant to an array of organisations. Many graduates look to combine their previous degree with the MBM and move into management development programmes in specific sectors or disciplines. Previous graduates have moved into roles in IT and engineering. Others pursue a focal area through their electives and final projects in order to target particular industries such as marketing, or corporate finance. Many find that their skills are highly valued by consultancies, marketing organisations, the public sector and other general management graduate programmes.

PHILIP BARLOW

Master of Business & Management (MBM)

I had two years work experience following an undergraduate degree in Optometry and professional accreditation from the College of Optometrists and I wanted a course that would encompass the fundamentals of business and management but at the same time would allow me to achieve far greater academic, interpersonal and leadership skills.

SBS offers an environment where you control what you get from the educational experience through elective choices and most importantly your attitude to learning. I was lucky to develop a great working relationship with many of my peers who collectively brought a wide and varied portfolio of cultures, skills and opinions when dealing with world business issues.

Having completed the course I can say that it was an extremely rewarding period of my life. The ethos of the Business School gave us a positive outlook and 'can do' attitude that allowed us to actively engage in business and to understand areas which we would not have even considered prior to our Strathclyde experience.

Business Information Technology Systems (BITS)

MSc/PgDip

Who should study this programme?

This course is aimed at graduates with a business background and an interest in information and communications technology (ICT), or those with an ICT background with an interest in business, or those seeking a career spanning both areas.

Entry Requirements

First- or second-class Honours degree, or equivalent. For applicants whose first language is not English, an IELTS minimum overall band score of 6.5 (with no individual test score below 5.5) or TOEFL iBT minimum total score 90-95 (minimum scores of 21 in Listening and Writing, 22 in Reading and 23 in Speaking) is required. Applications are welcome from those who do not hold a formal qualification but have relevant experience and can demonstrate academic potential.

Aims of the programme

ICT supports the activities of nearly every type of organisation, from government departments to not-for-profit organisations and from those manufacturing goods to financial institutions. Professionals such as systems analysts, solution providers, business consultants and managers of ICT need to demonstrate high-level interpersonal skills in the analysis, design and deliver of IT solutions.

This course provides the technical understanding, business knowledge and managerial skills needed to succeed in this vibrant and dynamic industry.

What themes will be covered during your study?

Classes include: Developing Business Strategy; Operations Management and the Business Process; Managing Business Resources; Programme and Project Management – an IT approach; Integrated Skills Programme; Information Systems Architecture; Service Management; and Database and Web Systems Development.

Students will also be required to complete a dissertation, which will allow them to pursue a topic of interest related to the practical use of technology in management contexts.

Programme Duration

MSc: 12 months full-time

PgDip: 9 months full-time

Careers

Graduates are employed in a range of management and consultancy roles. Recent recruiters include: Accenture, BT Syntegra, Cap Gemini, Deloitte, Hewlett Packard, IBM, JP Morgan, Bloomberg, Morgan Stanley, PricewaterhouseCoopers, Sky Broadcasting, ScottishPower, Standard Life and Unilever.

DOMINIC CHALMERS

MSc Business Information Technology Systems

I was working as a management information analyst and then as a manager at British Gas before commencing the BITS programme. I had reached a stage where I was thinking about starting a proper career but I didn't feel I had any real expertise or skills to offer. I wanted to do something that would set me apart and perhaps expose me to different career choices I wasn't aware of.

I chose Strathclyde and the BITS programme because it is one of the best business schools in Europe with the added bonus for me that it was local and offered a course that interested me.

I was very impressed from day one with the facilities on offer at Strathclyde. The class was relatively small and the facilities are all purpose-built and self-contained in the same building. There are lots of team working spaces that allow interaction with students across other programmes such as the MBA and MBM and there is a private library that is well-stocked and up to date.

The programme provided a good balance between technical and softer management skills. I was also impressed by the international mix in the class. I made good friends with people from all around the world and learned a lot from the various cultures.

I enjoyed the experience of the BITS course so much that I decided I wanted to stay in academia and continue my studies. I began a PhD on completion of the course and continued on from my dissertation research. This allowed me to teach on the Business School's undergraduate Management Development Programme and also to tutor students.

The skills and critical thinking I developed on the programme have fed into the research and consultancy work that I am presently doing. It also introduced me to career options that I was unaware of and wouldn't have thought possible before completing the degree.

International Management

MSc/PgDip

Who should study this programme?

Applications are welcome from qualified, high-potential applicants, both recent graduates and experienced managers. The programme attracts a culturally diverse mix of international students.

Entry Requirements

Good first degree in business or management, including some work experience in international trade or international business, or equivalent. For applicants whose first language is not English, an IELTS minimum overall band score of 6.5 (with no individual test score below 5.5) or TOEFL iBT minimum total score 90-95 (minimum scores of 21 in Listening and Writing, 22 in Reading and 23 in Speaking) is required. Applications from those who can demonstrate that their work experience merits direct entry to the programme will also be considered.

Aims of the programme

This one year high-level specialist programme is designed to provide participants with broad knowledge of the similarities and differences that exist between people and nations and their regulations and institutions, and understandings of the practices and processes of international management. It also seeks to furnish students with the knowledge and skills required to operate across a range of business functions and organisational settings – both globally and in specific national environments. With strong conceptual underpinnings, the programme is nevertheless conceived to be practical in its orientation, emphasising the skills of working, managing and leading in various organisational settings (eg multinational enterprises, small businesses) embedded in diverse national cultural, social, economic, and political contexts.

What themes will be covered during your study?

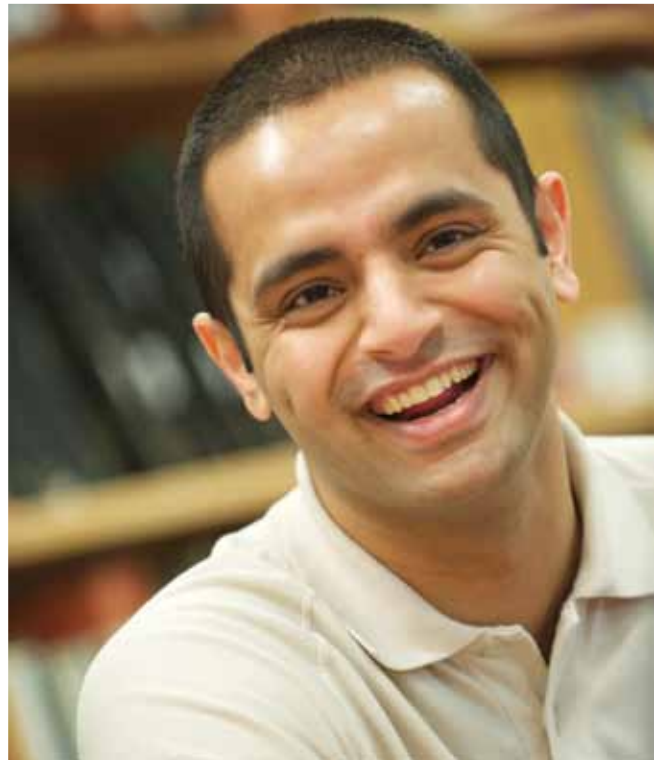
Core classes include: Global Business Environment; Managing Across Cultures; Strategy and Organisation Across Borders; International Finance; International Human Resource Management; International Marketing; and International Entrepreneurship. These classes are innovatively complemented by an International Manager Development Programme, which helps students identify and develop, through a series of workshops and outward bound activities, the 'soft skills' they will need as future international managers and leaders. Students will also choose two elective classes from a wide range and will be required to complete a practically-orientated project, supported by compulsory non-credit class on project methodology.

Programme Duration

MSc: 12 months full-time
PgDip: 9 months full-time

Careers

International Management graduates go on to a variety of successful careers, in corporate organisations as well as management roles in smaller or medium-sized organisations in the UK and throughout the world.



KALPDRUM RAVAL

MSc International Management

Having done my undergraduate studies in Europe and worked in different countries, I was keen to find a Masters course that would allow me to build on my previous experience. The MSc in International Management is not just about finance and marketing, it helps you consider the human aspect of management which is by far the most important factor in the success of a business, especially an international one.

The course is well managed – everyone involved is helpful and understanding of the students' needs. The course material is thoroughly informative and motivates you to dig deeper into each subject leaving you more knowledgeable and better equipped to tackle the professional world. The various nationalities that make up the course and the department allow students to work in a truly international environment.

The icing on the cake is the location of the Business School – within the university campus, right in the centre of the Scotland's largest city. The cultural activities ranging from multi-cuisine restaurants to art museums provide a delightful environment to get away from studying and unwind.

Department of Management Science

www.strath.ac.uk/mansci

RESEARCH DEGREES

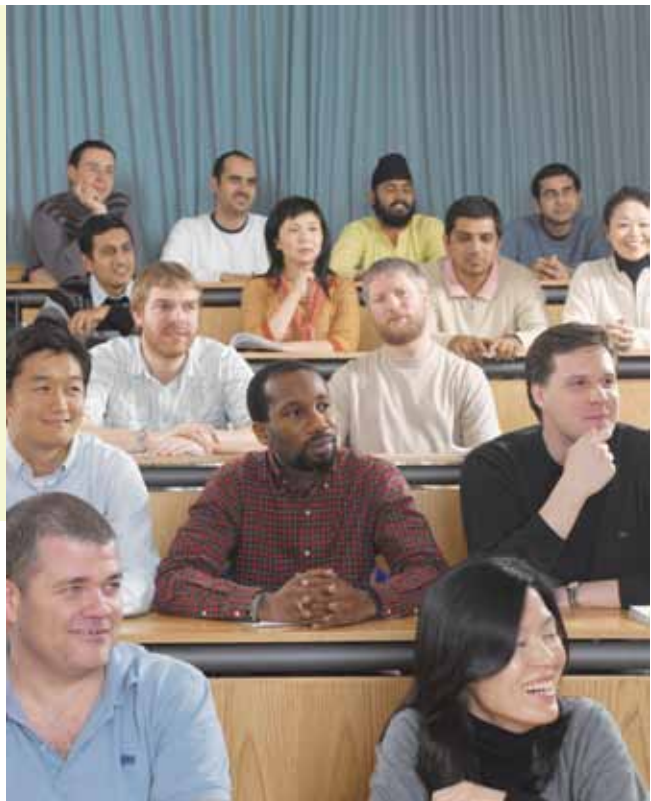
MRes, MPhil, DBA, PhD

TAUGHT COURSES

MSc/PgDip/PgCert
Business Analysis & Consulting
Operational Research

CONTACTS FOR TAUGHT COURSES

Dr Jason Whalley (full-time course)
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e: susan.howick@strath.ac.uk



The Department of Management Science is one of the leading Operational Research (OR) departments in Britain. It has 14 members of academic staff, four Visiting Professors, eight Research Assistants and around 35 research students with interests and expertise spanning the spectrum of Management Science activity. Many are internationally-known, both through their academic output and applied work with government and business organisations. Through applied research and consultancy, members of the Department collaborate with major organisations on new ways of dealing with complex decisions. Recent examples include:

- > simulating patient treatment in hospitals
- > using understanding of project behaviour to better forecast project risks
- > working towards systems for smart procurement with defence organisations
- > supporting risk assessment in the railway industry
- > working with NASA to gain an understanding of the risks encountered by exploration projects throughout history

The interaction between applied and theoretical work is vital for the vibrancy of research work in Management Science, as applied work generates new theoretical questions, and the solutions to those questions generate new potential application areas. The Department gets funding across the academic research councils, government departments, business, health authorities, local development agencies and community groups.

RESEARCH

Research is grouped into four main areas:

- > Problem Structuring and Mixing Methods
- > Strategy Modelling and Management
- > Operations Management
- > Risk and Reliability

Many research projects focus on the provision of decision support to groups of senior managers. Academic staff are involved in a long-standing research programme on new forms of decision support using specially developed software to help small teams manage the strategic future of their organisations. One example of the approach – Strategic Options Development and Analysis – has been developed

through work with organisations including ICL, Shell International, the NHS, Reed Connect, the Northern Ireland Office, Scottish National Heritage and the Home Office. Another project, on modelling and managing the dependability performance of electronic systems in aircraft, has been carried out in collaboration with a consortium of aerospace companies, supported by a major research grant from the DTI More Electric Aircraft Challenge.

The Department has attracted significant funding from the Engineering and Physical Sciences Research Council (EPSRC). It is currently working on research into Understanding and Managing the Manage Process in collaboration with the University's Department of Design, Manufacture and Engineering Management and further EPSRC support is funding a project looking at the organisation of maintenance at ScottishPower. In addition, two EPSRC projects are looking at uncertainty modeling and the use of simplified 'emulator' models to capture such uncertainties in environmental and engineering problems and at modelling human unreliability using cross-disciplinary approaches from Management Science, Engineering and Psychology.

A wide range of new activities is being developed as part of the Centre for Business Process Outsourcing, in which the Department participates. The Centre supports practitioners in shaping the future of the UK outsourcing industry, in innovation and in improving its global competitive position.

Research Environment

There is a flourishing community of research students in the department, numbering around 35 at any given time from many different countries. There are opportunities to undertake a research degree in a wide range of areas, including group decision support, multi-criteria decisions, analysis of risk, operations management, project management, telecoms policy, reliability, and optimisation. Our postgraduate research students take part in the regular formal

and informal seminar programmes, and are able to interact with our international Visiting Professors and visiting academics. Our lively PhD community is actively involved in the Department's research programme. Biennial workshops enable students to broaden their knowledge and share experiences with fellow students, lecturers, and guests. There is also an active PhD committee.

All full-time research students (and some part-timers):

- > have office accommodation in the Department
- > enjoy full access to computing facilities, including email and Internet access
- > undertake a research methodology course during their first year (see pg 17)

RESEARCH DEGREES

MRes, MPhil, DBA, PhD

CONTACT FOR RESEARCH DEGREES

Professor John Quigley

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MAGDALENA GAJDOSZ

PhD Management Science

I decided to embark on a PhD while completing my Masters degree in the Department of Management Science at Strathclyde. I wanted to do something that would provide me with different career options, both in academia and outside of academia and the Department is well known both through their academic work and collaboration with major organisations on various business challenges. My doctoral work on safety explores risk in factors such as organisation's structure and culture. I am planning to work with an external organisation and develop a risk analysis method for industry.

TAUGHT COURSES

Life has probably never been tougher for managers in public and private sector organisations. The pressures are on to improve efficiency, deliver better quality services and products, reduce costs, improve competitiveness, assess and manage risks, deliver projects on time, balancing demands and pressures from different stakeholders. Organisations these days need people who can deal with complex business problems in a systemic and creative way and thus bring a structured, analytical and rigorous approach to decision-making. In response to this, the Department offers two postgraduate degree programs for study on full-time, part-time or distance learning basis.

Which programme should I choose?

While there are similarities in the content of the programmes, each has a specific focus. The programme descriptions below will give you an idea of who we are aiming each programme at, along with an overview of what you can expect during your studies. Further information can be found on our website, and by discussing your choice with our departmental contacts.

Common core classes and programme structure

Both programmes aim to realise your potential, so that you immediately play an effective role in providing analytical support to managers to help them make better decisions. The programmes therefore share classes which aim to develop a rigorous understanding of advanced business analysis methods. In addition, the vital practical skills needed to work with and manage the demands and pressure from different stakeholders are developed.

Core Classes – core classes common to both programmes are taken in the first semester. These classes introduce key advanced analytical methods in areas such as statistics, forecasting, business operations and methods for problem structuring. One further core class is taken in the second semester which is specific to your chosen programme of study.

Work Placement – full-time students will have the opportunity to spend a short period in an analytical group in a private or public sector organisation.

Elective Classes – during the second semester you can tailor your studies by selecting your elective subjects.

Dissertation – your MSc study culminates in a three-month project, typically for an external organisation. Supported by an appropriate faculty member, the aim is to gain direct experience in applying the concepts and theories studied on the course by working on a project of importance for a client.

Business Analysis & Consulting

MSc/PgDip/PgCert

(full-time, part-time, distance learning)

Who should study this programme?

Business Analysis & Consulting is suitable for those interested in developing practical business and consultancy skills.

Entry Requirements

MSc: applicants should normally have at least a second-class Honours degree, or equivalent. Students from a wide variety of first degrees are accepted onto the course. Many have their first degrees in business, economics, engineering and the social sciences. However we also encourage applications from those with other degrees.

PgDip: applicants should normally have at least a pass degree, or equivalent, in an appropriate subject. Students demonstrating sufficient ability may be allowed to transfer in-course from the diploma course to study for the MSc.

Aims of the programme

The programme aims to realise your potential, so that you can immediately play an effective role in providing model-based support to managers to help them make better decisions at a strategic level. You will develop a rigorous academic understanding of key quantitative business analysis methods in addition to being introduced to models used to support the development of strategy for organisations and enable the monitoring and measurement of strategic processes. Key consulting skills will also be developed in order to effectively support management.

What themes will be covered during your study?

The curriculum provides a balance between developing a good rigorous understanding of the theory underlying many advanced business analysis methods in addition to developing the practical skills and knowledge required to be effective in a consultancy role. In addition to the common core classes, the Business Analysis & Consulting programme also includes Strategy Modelling and Management.

At the elective stage, you are able to choose three further classes from the following:

- > Business Simulation Methods
- > Risk Analysis and Management
- > Business Information Systems
- > Performance Measurement and Management

Throughout the taught element of the course, you will also work on a variety of projects for external organisations. This provides the opportunity to work on real issues and gain an appreciation of the challenges that they can present.

Programme Duration

MSc: 12 months full-time, 24 months part-time

PgDip: 9 months full-time; 21 months part-time

Distance Learning: All classes are taught using material presented via the Internet. Classes are supported by faculty members who also teach on the full-time course and who guide and support discussion via discussion forums. This is a flexible degree and duration can vary. Minimum durations are PgCert: 13 months; PgDip: 20 months; MSc: 26 months.



KAJA GRINDE

MSc Business Analysis & Consulting

Strathclyde is highly recognised and the teaching quality and quantity of real-world projects was good. The latter has for me, included six client projects as well as a three-week apprenticeship working with Tesco Bank's Credit Risk division in Edinburgh. My dissertation was structured as a consultancy project.

This allowed me to apply a range of modelling and analysis techniques from the course to help one of Europe's largest hotel property companies to improve decision-making and market insight by developing generic spreadsheet market reports. The interaction of academic excellence and practical applications provided a true edge and will be of value in my future career as an analyst.

Careers

Just about every successful organisation uses business analysis, so career options are extremely varied. Career opportunities exist in management consulting with organisations such as PA Consulting, Accenture, Ernst & Young and Cap Gemini. Graduates will also be attractive to organisations such as British Airways, Dell, Ford, IBM, Procter & Gamble, The Royal Bank of Scotland, Shell and central and local government, which routinely use business analysis.

Operational Research

MSc/PgDip/PgCert
(full-time, part-time, distance learning)

Who should study this programme?

If you are interested in developing practical business skills and you have a good quantitative background, then Operational Research may be suitable for you.

Entry Requirements

MSc: applicants should normally have at least a second-class Honours degree, or equivalent. Students from a wide variety of first degrees are accepted onto the course. Many have first degrees in mathematics, the natural sciences or engineering. However we also encourage applications from those with other degrees if they have demonstrated a good grasp of mathematics/statistics.

PgDip: applicants should normally have at least a pass degree or equivalent in an appropriate subject. Students demonstrating sufficient ability may be allowed to transfer in-course from the diploma course to study for the MSc.

Aims of the Programme

The Operational Research programme aims to realise your potential, so that you can immediately play an effective role in providing model-based support to managers to help them make better decisions at an operational/technical level. You will develop a rigorous academic understanding of advanced analytical methods that are used to provide structured and analytical approaches to decision-making. Personal skills will also be developed in the effective practice of using Operational Research models to support decision-makers.

What themes will be covered during your study?

The curriculum provides a balance between developing a good rigorous understanding of the theory underlying many advanced analytical methods in addition to providing the opportunity to develop the practical skills and knowledge required to help managers make better decisions.

In addition to the common core classes, the Operational Research programme also includes classes in mathematical techniques, which are used in common business models.

At the elective stage, you are able to choose three further classes from the following:

- > Business Simulation Methods
- > Risk Analysis and Management
- > Decision Analysis
- > Advanced Operational Research Modelling

Throughout the taught element of the course, you will also work on a variety of projects for external organisations. This provides the opportunity to work on real issues and gain an appreciation of the variety of challenges that they can present.

Programme Duration

MSc: 12 months full-time, 24 months part-time

PgDip: 9 months full-time; 21 months part-time

Distance Learning: All classes are taught using material presented via the Internet. Classes are supported by faculty members who also teach on the full-time course and who guide and support discussion via discussion forums. This is a flexible degree and duration can vary. Minimum durations are PgCert: 13 months; PgDip: 20 months; MSc: 26 months.

Careers

Just about every successful organisation uses operational research, so career options are extremely varied. In the past, graduates have gained analytical jobs in companies such as British Airways, central and local government, The Royal Bank of Scotland, and Shell.



Department of Marketing

www.strath.ac.uk/marketing

RESEARCH DEGREES

MPhil, DBA, PhD

TAUGHT COURSES

MSc/PgDip

Marketing

International Marketing

International Hospitality & Tourism Management



The Department of Marketing now in its 40th year of existence as one of the oldest and largest Marketing departments in Europe has an international reputation for the quality of its teaching and research.

The emphasis within Strathclyde Business School on combining excellence with relevance is evident in the Department's staff, who act as advisers and consultants to many private and public organisations. Staff also hold senior posts in the Chartered Institute of Marketing, the Market Research Society and other professional associations, as well as national and International companies. Such activities and experience add to the richness of the Department's teaching and research programmes.

RESEARCH

As a centre of excellence in marketing education, research is core to the Department's activities. Our academic staff are actively involved in research and have built a strong portfolio of publications in leading journals. Research expertise in the Department is broad and varied. Examples include:

- > Export marketing and international business
- > E-business and e-marketing
- > Customer relationship management
- > Consumer behaviour
- > Digital marketing
- > Sports marketing
- > International channel management
- > Innovation and new product/service development
- > Business-to-business networking and marketing
- > International sourcing and strategic procurement management
- > Marketing research
- > Services marketing
- > Hospitality and tourism management and marketing

The Department's main Research Groups are as follows:

Marketing Management

Marketing Management research has attracted funding from several organisations, and their work is published in the *Journal of Marketing Management*, *Industrial Marketing Management*, *Management Accounting Research*, *Product Innovation Management*, *International Business Review* and *Journal of the Academy of Marketing Science*.

Consumer and Social Marketing Research

Consumer and Social Marketing Research work is to be found in the *Journal of Advertising*, *European Journal of Marketing*, *Journal of Marketing Management* and *Consumption Markets and Culture*. Research embraces emergent topics such as the critical and consumption turn and the possibilities of transformative consumer research.

OLIVER BORCHERT

Final-year PhD student
Department of Marketing

Strathclyde offers what I was looking for in a host institution for my doctoral education. This includes an international reputation for research in marketing and in other management disciplines, supervisors who are prominent in their respective research areas, and doctoral students being given the opportunity to develop the research and other skills necessary for an academic career.

Both the Department of Marketing and the Strathclyde Business School offer a wide range of opportunities for intellectual stimulation and growth both within the university, via a programme of seminars and workshops, and externally, through conference participation.

One of the great joys of being at Strathclyde has been having the company of so many friendly and supportive individuals. This not only includes doctoral colleagues, my supervisors, and other academic staff, but also just about everyone who is part of the university community. Having come to know Glasgow and Scotland well, I can say that this is a case of Strathclyde reflecting one of the best aspects of its location – the people.

Researching Business Networking

This exciting new programme of research is developing knowledge and management practice regarding business networking and relationship management across a range of industry sectors.

Digital Marketing

A number of staff and doctoral students are working on a series of projects relating to the use of Web 2.0, social networks and new media in the area of marketing. This impinges on a number of the other specialist areas of research within the Department such as services marketing, marketing communications and consumer behaviour.

Services Marketing

This research stream focuses on the linkages between corporate culture, performance measurement and service delivery personnel, corporate reputation, service branding, service differentiation and customer satisfaction. Also issues around the service profit chain concept, including customer (value) management, research on satisfaction and loyalty, complaining behaviour, retail marketing and relationship marketing. Papers have been published in the *Journal of Marketing*, *European Journal of Marketing*, *Journal of Strategic Marketing*, *Journal of Service Management*.

Hospitality and Tourism Management

Key areas of strength in the hospitality and tourism research group include managerial relevance, human resource issues, tourism marketing and consumer behaviour and critical perspectives. Some projects in particular have contributed to developing Scottish hospitality and tourism, for example, work to foster social inclusion through hospitality to counter marginalisation; and to tourism and transport policy-making through studies of leisure travel behaviour. The team has also been active in developing new methodologies and conceptualisations, for example, development of sociological impressionism.

RESEARCH DEGREES

MPhil, DBA, PhD

PhD: normally 36 months full-time or 45 months part-time; performance is assessed twice yearly and the award of PhD is on the basis of a major thesis that makes a unique contribution to knowledge.

DBA: normally 36 months full-time; students to combine study and research in a context of clearly defined goals and tasks with continuous indicators of performance.

MPhil: 12 months full-time or 21 months part-time; provides a valuable basis for careers in education, business and the public sector.

CONTACT FOR RESEARCH DEGREES

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TAUGHT COURSES

Which programme should I choose?

Each programme has a specific focus. The programme descriptions on the following pages will give you an idea of who we are aiming each programme at, along with an overview of what you can expect during your studies. Further information can be found on our website, and by discussing your choice with our departmental contacts.

The academic year for all three programmes consists of three main stages; Semester 1 – core or foundation classes and key skills; Semester 2 – elective classes designed to offer students a choice of specialist options with which to tailor their degree; and summer term – the dissertation stage for students who have successfully progressed through the semester 1 and 2 coursework.

RESEARCH FACT FILE

Researchers within the Department of Marketing including Dr Kathy Hamilton, Dr Beverly Wagner and Dr Juliette Wilson together with Dr Sarah Edwards and Dr Faye Hammill from the School of Humanities in the Faculty of Humanities & Social Sciences are engaged in the 'Nostalgia in the 21st Century' research project. The aim of this project is to encourage dialogue between different disciplinary approaches in order to promote further enquiry into the uses of nostalgia in contemporary culture.

Nostalgia is a shaping cultural force in the new millennium which is impacting on various types of consumer behaviours and cultural productions. The study of nostalgia is especially timely because technological advancements and the digital media environment are producing new dynamics between past and present, and determining relationships between individuals and communities. New technology presents a paradox: it has the capacity to stimulate nostalgia by bringing large numbers of globally diverse people together yet can also create fragmentation and alienation from the present. The study of nostalgia is important because it influences the behaviour of consumers, marketers, writers and other cultural producers, and because it underpins or connects with a range of trends in contemporary culture.

Key Skills Development Programme

A series of activities and seminars early in the first semester will help students to develop key transferable skills including personal and group awareness, leadership, intercultural teamworking, project management, time management, written and oral presentation skills.

Scholarships

A number of scholarships and bursaries are available for our programmes. Contact the Department for details or visit www.strath.ac.uk/search/scholarships/ for specific information.

Marketing

MSc/PgDip

Who should study this programme?

This programme is specifically designed for graduates with a degree in a discipline other than marketing. The course develops knowledge and skills in business and marketing and directs them towards the commercial environment. Students come from a variety of backgrounds and nations and with first degrees as diverse as physics and philosophy, class members contribute a wide range of personal and professional perspectives to the programme.

Entry Requirements

First- or second-class Honours degree, or equivalent, in a non-business discipline and English language proficiency at IELTS 6.5 minimum.

Aims of the Programme

The underlying premise of this programme is that marketing plays a unique and important role in any organisation, in both the public and private sector. The programme provides insight into the business and social environment in which organisations and individuals operate, so that graduates emerge equipped with the technical and personal skills necessary to pursue a successful career in marketing. In parallel with the academic content, students have the opportunity to develop and refine a number of important communication and interpersonal skills. There is great emphasis on student-led learning.

What themes will be covered during your study?

Core Modules will cover topics including:

- > Business Analysis
- > Buyer Behaviour
- > Strategic Marketing Management
- > Research in Marketing

ELECTIVE MODULES

Within the wide choice of electives, there will be several that specialise in issues surrounding marketing, International Marketing and Customer Management. Students with a particular interest in Customer Management can decide to graduate with a more specialised degree: MSc/Pg Dip in Marketing – Customer Management. New electives are developed regularly.

A personal choice of six elective modules from an extensive and varied suite of up to 20 will be studied. The following, or similar topics will be offered:

- > Area Studies (eg Strategies in Emerging Markets)
- > Brand Management and Strategy
- > Business to Business Marketing
- > Corporate Identity Management
- > Contemporary Consumers
- > Critical Marketing
- > Customer Management 1: Customer Management
- > Customer Management 2: Customer-led E-Marketing
- > Customer/Business Metrics
- > Sports Marketing in the Global Context
- > Entrepreneurial Marketing
- > Export Marketing
- > Globalisation and Corporate Social Responsibility
- > Global Supply Chain Management
- > Integrated Marketing Communications
- > International Product Innovation
- > International Services Marketing
- > Retail Marketing
- > Social Marketing

Marketing Works: Applied Marketing Group Project

In semester 2, students work in a small group, on an applied marketing project tackling a real-life marketing problem, which allows implementation of the theoretical elements of the programme in a dynamic and innovative way. The project gives practical work experience with a local or national organisation and provides clients with useful marketing advice based on primary market research.

Dissertation

The dissertation process starts at the beginning of the second semester with preparatory seminars on research methods. This research project allows students to pursue an area of specific interest, providing scope for original thought, research and presentation. Company-based dissertations may be an option in some cases. Studies can be customised by combining appropriate electives with a related dissertation topic. Progress to dissertation depends on successful performance in coursework and examinations.

Programme Duration

MSc: 12 months full-time

PgDip: 9 months full-time

Careers

Our graduates are represented in an extremely diverse range of multinational, national and local organisations worldwide. Both the public and private sectors are represented as well as entrepreneurial business ventures by graduates. A number of graduates continue with an academic research and teaching career by undertaking PhD studies.

CONTACT

Postgraduate Administrator

t: +44 (0)141 548 4734

e: mscm.helpdesk@strath.ac.uk

International Marketing

MSc/PgDip

Who should study this programme?

This specialist, one-year programme is designed for graduates who have a first degree in business with previous marketing studies or significant relevant marketing work experience. Advanced-level academic expertise in international marketing and the technical and personal skills to operate internationally across a range of dynamic and competitive environments are developed. The programme is equally suitable for recent graduates and established executives, offering the opportunity to develop high-level expertise in international marketing, or to supplement skills which have been developed in a practical context. An average of 20 nationalities are represented by students in any given year making this is truly an international experience for students.

Entry Requirements

Applications are welcome from suitably qualified and highly motivated candidates who wish to expand on previous study and work experience. Specifically, you will require a first- or second-class Honours degree, or equivalent, in business or marketing. Places may be available to applicants whose significant work experience warrants direct entry to this programme.

What themes will be covered during your study?

CORE MODULES

- > Cross-cultural Buyer Behaviour
- > International Marketing Planning and Control
- > Research in International Marketing
- > Internationalisation Strategies and Management

ELECTIVE MODULES (SEMESTER 2)

Six elective modules are chosen from an extensive and varied suite of up to 20, which may include:

- > Area Studies (eg Strategies in Emerging Markets)
- > Brand Management and Strategy
- > Business to Business Marketing
- > Corporate Identity Management
- > Contemporary Consumers
- > Critical Marketing
- > Customer Management 1: Customer Management
- > Customer Management 2: Customer-led E-Marketing
- > Customer/Business Metrics
- > Sports Marketing in the Global Context
- > Entrepreneurial Marketing
- > Export Marketing
- > Globalisation and Corporate Social Responsibility
- > Global Supply Chain Management
- > Integrated Marketing Communications
- > International Product Innovation
- > International Services Marketing
- > Retail Marketing
- > Social Marketing

Students with a particular interest in Customer Management can decide to graduate with a more specialised degree: MSc/Pg Dip in International Marketing – Customer Management.

Marketing Works: International Marketing Group Project

During the second semester you will work in a group on an international marketing project in which you prepare a strategic marketing plan for a company developing operations in one or more foreign markets. This facilitates integration between the various components of the programme and gives you the opportunity to apply the key skills learned in modules.

Dissertation

The dissertation process starts at the beginning of the second semester with preparatory seminars on research methods. This research project allows pursuit of an area of specific interest, providing scope for original thought, research and presentation. Company-based dissertations may be an option in some cases. Studies can be customised by combining appropriate electives with a related dissertation topic. Progress to dissertation depends on successful performance in coursework and examinations.

Programme Duration

MSc: 12 months full-time

PgDip: 9 months full-time

Careers

Our graduates are represented in an extremely diverse range of multinational, national and local organisations worldwide. Both the public and private sectors are represented as well as entrepreneurial business ventures by graduates. A number of graduates continue with an academic research and teaching career by undertaking PhD studies.

CONTACT

Postgraduate Administrator

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International Hospitality and Tourism Management

MSc/PgDip

Who should study this programme?

The growth and importance of hospitality and tourism to national and regional economies is widely recognised. The sector plays a major role in international trade and makes a major contribution to the GDP of many developed and developing countries. The Strathclyde Business School is a world leading business school, with a long-established, international reputation in postgraduate hospitality and tourism education. This programme is designed for graduates who wish to pursue a career in this area. Graduates will develop management skills and industry-specific knowledge that will place them on a fast track towards a management career in hospitality or tourism.

Entry Requirements

A good Honours degree, or equivalent, in a field other than tourism and hospitality, is normally required. Applicants must be proficient in English language; the University standard is IELTS minimum 6.5.

What themes will be covered during your study?

Core classes in the first semester introduce students to core management theories as well as providing an understanding of the key theories and concepts that shape current and emerging trends in international hospitality and tourism. In Semester 2, students choose from a number of hospitality and/or tourism-specific electives and take an intensive class in research methods which will prepare them for the final stage of the programme, the dissertation, which is undertaken during the summer term.

Indicative core modules include:

- > The International Hospitality and Tourism Industry
- > Theories and Concepts in International Hospitality and Tourism
- > Marketing Management
- > Managing People in Organisations
- > Business and Management

The following list is indicative of the electives that are offered in semester 2:

- > Tourism Planning and Development
- > Culture and Heritage
- > Tourist Behaviour
- > Hospitality Operations Management
- > Food, Beverage and Society
- > Strategic Issues in International Hospitality



Dissertation

Students achieving a sufficiently high pass level in all classes may proceed to undertake a dissertation for the Master's qualification.

Programme Duration

MSc: 12 months full-time
PgDip: 9 months full-time

Careers

Career opportunities range from managing five-star holiday resorts, through to public sector jobs such as tourism planning and destination marketing. Our graduates are globally represented in hospitality organisations as diverse as Hilton International, Marriott, Radisson, SAS, Sodexo, Millennium & Copthorne, Rocco Forte Hotels, Four Seasons, Sheraton, Six Continents and P&O Cruises. In addition we have graduates working in tourism for government departments and other agencies throughout the world.

CONTACT

Programme Secretary
t: +44 (0)141 548 4073
e: ihtm.helpdesk@strath.ac.uk



DID YOU KNOW

A compulsory part of our MSc course is involvement in the BlueSky Experience held at a purpose-built outdoor centre. Its objectives are partly academic, partly social. The event takes place early in the first semester enabling students from different backgrounds and cultures to mix socially but, more importantly, to develop cultural awareness and cultural abilities in live project situations and to build teamwork and leadership skills.



> VISIT US AT





INFORMATION FOR PROSPECTIVE STUDENTS	52
BEFORE YOU APPLY	52
Entry Requirements	53
Applications	53
English Language Requirements	53
UK Points-based Immigration System	53
YOUR STRATHCLYDE EXPERIENCE	54
Our Courses	54
Careers & Work Experience	55
Money Matters	55
Tuition Fees	55
Scholarships & Funding	56
Academic & Study Support	57
Accommodation	58
Student Support	59
Sports	61
Students' Association	61
VISITING	62
COURSE LIST	64

Information for Prospective Students



Choosing a university is an important decision. Before making that decision you will want to gather as much information as possible. The following should be among your first choices for advice and assistance:

THE UNIVERSITY WEBSITE www.strath.ac.uk

Here you will find a comprehensive range of information. Whatever your interest or field of expertise, whether you want to enrol in a taught course or undertake research, full-time, part-time, distance or open learning, our website provides the answer to many of your questions. And if you don't find what you are looking for right away, you will at least be guided to someone who can help.

RECRUITMENT & INTERNATIONAL OFFICE www.strath.ac.uk/rio

If you are interested in studying at Strathclyde as a postgraduate student, staff from the University's Recruitment & International Office (RIO) can give you all the help and advice you need to make your decision – from information about applying and courses to information specifically relevant to you, whatever your circumstances, wherever you're from.

If you live outside the UK, the University also has agents and representatives in many countries around the world. You can find a list on the RIO website (see above).

We know that you may have queries about the course you are applying to and about life in Glasgow, so throughout the year, University staff attend education exhibitions in the UK and abroad

at which you can find out more about the University and about studying at Strathclyde. The RIO website lists the dates of these events and we can send you details of opportunities to meet staff or, if you wish, to visit the University. If you would like to visit the University, please contact us.

CONTACT

Recruitment & International Office, University of Strathclyde
50 George Street, Glasgow UK, G1 1QE

t: +44 (0)141 548 2913

e: pgenquiries@strath.ac.uk (within UK/EU)

e: international@strath.ac.uk (non-UK/EU)

BRITISH COUNCIL www.britishcouncil.org

The British Council represents British higher education around the world. Contact a British Council office in your home country.

DID YOU KNOW

If you are an overseas student paying full-time international student fees, you are entitled to four weeks pre-session English language tuition and four hours per week in-session tuition – all for free.

Before You Apply

ENTRY REQUIREMENTS

The University admits students with a range of both academic and professional qualifications. In addition to an appropriate academic qualification (generally a strong undergraduate degree, or equivalent qualification), some courses require relevant professional or work experience.

The University welcomes applications from candidates with degrees or other qualifications from overseas institutions. If you are unsure whether your qualification is acceptable to the University, please contact the Recruitment & International Office for further advice. You can also check the entry requirements specific to your country at www.strath.ac.uk/rio/prospective

APPLICATIONS

There is no formal closing date for most postgraduate applications but we advise you to apply as soon as possible, preferably by the end of March for entry in September. Applications are considered and decisions given on a rolling basis by most Departments; exceptions to this will be specified in the relevant course entry. If you wish to be nominated by the University for any scholarship or funding, we recommend that you apply as early as possible.

Visit www.strath.ac.uk/admissions for details of the application process.

ENGLISH LANGUAGE REQUIREMENTS

If English is not your first language, you must provide evidence of your proficiency in English before starting your course. We accept a number of English language qualifications, but the IELTS (International English Language Testing Service) or the TOEFL (Test of English as a Foreign Language) exams are the most widely accepted:

- > IELTS: Overall score required for postgraduate study is generally IELTS 6.5 or equivalent. For information about taking the IELTS exam, contact the local British Council Office in your own country or look at the IELTS website at www.ielts.org
- > TOEFL: Overall score required is 90-95 in the internet-based test (iBT). For information on the TOEFL, contact the US Embassy in your own country or look at the TOEFL website at www.ets.org
- > Other tests and grades may be acceptable to the University and you should contact English Language Teaching or look on the Recruitment & International Office website for advice on alternative English language tests.

Pre-study English tuition

If your proficiency in English is not at the required level, English Language Teaching (ELT) runs programmes to help, including the Postgraduate Diploma in English, Pre-Entry Language Preparation and the summer English for Academic Purposes Pre-session programme. The final four-week Pre-session module is offered free of charge to students who register for a degree programme at the University and who pay full international student fees for at least one academic year.

Ongoing English tuition

The ELT runs classes throughout the year to help you continue to improve your English. Students on full-time programmes paying international student fees can benefit from free tuition of up to four hours per week for as long as they are at Strathclyde. For details of these courses and other English language support services, visit our website.

CONTACT

t: +44 (0)141 548 3065/4478

e: hass-courses-hum@strath.ac.uk

w: www.strath.ac.uk/elt

UK POINTS-BASED SYSTEM OF IMMIGRATION

Tier 4 (students) from non-European Economic Area (EEA) countries and Switzerland who normally require a visa to study in the UK need to obtain 40 points in order to be given a Tier 4 (General) Student Visa. Points are gained as follows:

- > A Confirmation of Acceptance for Studies (CAS) (worth 30 points) will be issued by the University of Strathclyde when you accept our Offer of Study, meet any conditions mentioned in our Offer of Study and pay the University's standard deposit of £2,000. This is an advance payment and will be offset against the amount of your tuition fees. If you have an official financial sponsor you will not have to pay this deposit. You should send a copy of your sponsorship letter to the University's Finance Office before your CAS will be issued.
- > You will be given the remaining 10 points when you provide evidence to the Entry Clearance Officer who is considering your visa application that you have:
 - > the full amount of your tuition fee for your first year of study and maintenance of £600 per month for the first nine months of your study
 - > an additional £400 per month for the same period for every dependent who may accompany you

You can keep up-to-date by checking the following websites:

Information & Advice

www.strath.ac.uk/sees/infont

UK Council for International Student Affairs

www.ukcisa.org.uk



Your Strathclyde Experience



Our Courses

OUR DEGREES

Strathclyde is one of the largest providers of postgraduate education in the UK. Taught Master's degrees (MSc, MBA, LL.M, MLitt, MArch, MEd) and Postgraduate Diplomas and Certificates (PgDip/PgCert) are offered in most departments, as are research degrees of PhD, MPhil, MRes, DBA, DEdPsy, DPharm, DPpsych, EdD and EngD.

Taught Courses

The duration of most taught courses is one year, normally starting in late September at the beginning of the academic year. Taught courses involve a combination of formal lecture and/or seminar programmes and a great deal of emphasis is placed on individual study. As well as attending classes, you will be expected to spend time studying on your own, either working on group or individual assignments or developing your knowledge through reading.

You will be assessed at various points throughout the academic year through examinations, assessed coursework, group work and seminars.

Many courses conclude with a project on a relevant topic of your choice. These courses are intended to provide advanced knowledge or techniques in specialised aspects of subjects you studied more generally at undergraduate level. Some taught courses also serve as conversion courses for those who wish to change disciplines, upgrade their knowledge within a discipline or prepare for further study.

Research Degrees

Registration for research degrees normally takes place in September, although it is possible to start at other times. The aim of a research degree is to provide a thorough training in a particular subject area through original exploration and experiment, culminating in the preparation of a thesis setting out the conclusions

of the research you have undertaken. You will be working on your own under the guidance of an academic supervisor and your progress will be monitored through regular meetings and submission of your research findings.

COURSE STRUCTURE

Many of our programmes can be undertaken full-time, part-time, or on a modular basis. Distance or open-learning options are also available on some courses. Please note that non-EEA (European Economic Area) international students are not eligible for part-time study programmes based in the UK due to visa restrictions.

DID YOU KNOW

Strathclyde was the first UK Business School to offer a one-year full-time MBA (in 1966). It was also the first to offer a distance-learning MBA.

Strathclyde Law School was the first in Scotland to offer the LLB by part-time study.

Strathclyde's postgraduate course in Environmental Entrepreneurship was the first in Europe, and its postgraduate course in Environmental Forensics was the first in the UK.

Careers & Work Experience

Whatever your reasons for embarking on postgraduate study, your career development is an integral part of your postgraduate education. Undertaking a postgraduate course at Strathclyde means that you will be able to benefit from one of the UK's best university careers services. Our Careers Service has been awarded the Government's Charter Mark for the quality of its service five times and in 2009 came joint 2nd in the UK in an employer-commissioned student satisfaction survey. Its resources and advisers can help you to make the most of your qualification, whether you are on a taught or research degree.

The Careers Service can help you to plan for the future by:

- > thinking through your career options
- > finding out about vacancies in our careers resource centre or via our website – we have information on hundreds of graduate occupations and national and international employers
- > improving your presentation to employers in applications, interviews and assessment centres through seminars or with individual assistance from experienced, professional careers advisers

The Careers Service maintains close links with a wide range of employers who advertise vacancies on our website and meet students at presentations in the autumn and spring.

Some courses provide a work placement experience; these are noted in the relevant course entries in this prospectus.

CONTACT

Careers Service
t: +44 (0)141 548 4320
e: yourcareer@strath.ac.uk
w: www.strath.ac.uk/careers

Money Matters

COST OF LIVING

Glasgow is one of the most affordable places to live in the UK. Your living costs will depend on your lifestyle and the type of accommodation you choose, but on average the weekly costs as a student in University accommodation are approximately £140-170. These figures are based on the costs of self-catering accommodation and other weekly expenses of around £75. You should also budget for up to £500 for items such as books, bedding, stationery, clothing. In the private sector you might pay £65-85 per week for a room in shared accommodation, usually excluding heating. If you are looking for a place to house your partner and/or family, you would pay between £110-£150 per week, depending on the size and location of the apartment. A total estimate for a postgraduate academic year based on 12 months/50 weeks is between £7,000 and £9,000.

TUITION FEES

Please note that your tuition fees will depend on what course you are studying and where you are from. The fees shown in the box are an average and intended as a guide only. Fees for 2012/2013 may be up to 3% higher and will be confirmed in March 2012. The cost of your course will be available from the contact included in each course listing.

Working after your studies

From April 2012, the Post Study Work scheme, entitling graduates to remain in the UK to find employment will close. However, students will be able to switch into Tier 2 if they are in the UK and find suitable employment with a UKBA licensed Tier 2 sponsor before their student visa expires. Further information and updates on changes to the immigration system can be found at www.ukba.homeoffice.gov.uk and updates on how changes will affect students will be noted on the Information and Advice website: www.strath.ac.uk/sees/infoint

The Relocation Advisory Service is a one-stop-shop information centre offering a seamless service that simplifies the process for people to relocate to Scotland to live and work. For further information visit www.scotlandistheplace.com



Tuition fees 2011/2012 full-time postgraduate taught courses

OVERSEAS STUDENTS (NON-UK, NON-EU)

> Faculty of Engineering	£12,980
> Faculty of Humanities & Social Sciences	£9,950
> Faculty of Science	£12,980
> Strathclyde Business School	£10,100

HOME STUDENTS (UK & EU)

> All Faculties	£3,400
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Several courses, particularly within the Strathclyde Business School, have non-standard fees and you should contact the relevant Department or the Recruitment & International Office to clarify the tuition fees for your course.

Your Strathclyde Experience



SCHOLARSHIPS & FINANCIAL HELP

The University offers a range of scholarships for UK, EU and overseas students. The University has a searchable database of scholarships and bursaries at:

www.strath.ac.uk/search/scholarships/

The University's Careers Service has various information resources to help with postgraduate study and funding enquiries. Funding information includes the Grants Register, scholarship and sponsorship information:

www.strath.ac.uk/careers/postgradstudy

There are also many funding opportunities available through individual departments or tied to specific courses and made available from industry sponsors or partners, research councils, etc. Check with the department responsible for your course. If you are a research student, you may be able to supplement your income by undertaking paid work within your department.

Applying for Scholarships

In order to apply for a scholarship, you must first have applied for a course of study. Information on how to apply for each scholarship is listed on the scholarship database under each scheme. Contact us if you have any questions on the scholarship database or applications for scholarships: scholarship.enquiries@strath.ac.uk

Other sources of funding – EU and European Economic Area (EEA) students

If you are an EU national, you are eligible to apply for the same awards as UK students to cover your tuition fees. You may be eligible to receive maintenance support if you have been living in the UK for three years excluding for study purposes, immediately prior to the study period. You should consult the Course Director or Head of Department to find out if funding is available for the course or research area you are interested in, as such awards are limited. General information for EU students is available at <http://ec.europa.eu/ploteus>

Other sources of funding – international students

If you are an international student from a non-EU/EEA country, you should explore funding opportunities in your home country at the same time as applying for funding in the UK. Contact the relevant Ministry or Department of Education, local British Council Office, British Embassy or High Commission.

Some international agencies such as UNESCO, the World Bank, the World Health Organisation and the European Commission operate funding schemes, usually for students from developing countries. Voluntary organisations such as religious bodies and charities sometimes award modest scholarships. The following websites have details on scholarships and funding sources:

- > www.prospects.ac.uk/links/fundstudy
- > www.ukcisa.org.uk
- > www.iefa.org
- > www.studentmoney.org
- > www.acu.ac.uk
- > www.internationalscholarships.com
- > www.unesco.org
- > www.postgraduatestudentships.co.uk

Funding Enquiries

UK STUDENTS

The University's Student Financial Support Team offers information and advice to UK students considering postgraduate study or who encounter financial difficulties during their studies. The team monitors the financial support available from government and other sources. Assistance is available through the Discretionary and Childcare funds for students experiencing financial hardship.

CONTACT

e: s.finance@strath.ac.uk

w: www.strath.ac.uk/student/finance

Academic and Study Support

To enhance the learning experience at Strathclyde students can expect support from their Department, but also from services provided across the University. The University's investment in facilities, services and support help you make the most of your student experience at Strathclyde.

INFORMATION TECHNOLOGY

www.strath.ac.uk/it

At Strathclyde you will benefit from 21st-century IT provision, including:

- > over 40 computer laboratories, teaching rooms and library spaces containing more than 1,500 PCs, many available 24 hours a day
- > access to personal, individual curriculum and academic information via PEGASUS (Portal Engine Giving Access to Strathclyde University Systems) from your computer or mobile device.
- > 400 wi-fi hot-spots campus-wide allowing free wireless network access, plus network connectivity in all student residences and serviced laptop user areas
- > personal University user account with free email, web access and 100 megabytes of backed-up disk-space for the duration of your studies
- > a Development & Training Resource Centre where you will find tutorial and training manuals

LIBRARY FACILITIES

www.lib.strath.ac.uk

The University is investing in the Library to develop and modify facilities to meet the needs of students and staff. This enhanced portfolio of facilities will include the redevelopment of the Library building, introduction of compact mobile shelving, increased focus on acquiring digital content and provision of more group and individual study spaces.

There are currently more than 2,000 reader places, 450 computer places and extensive wi-fi zones for laptop use. The Library is particularly strong in science, engineering, technology, language and literature, business studies and management and also holds Scotland's largest resource in education and teacher training. The Library holds over one million print volumes as well as access to over 126,000 electronic books that can be accessed 24/7 from any suitably-enabled computer.

Other services include an open-access print Short Loan Collection, e-books and digitised collections of exam papers and other learning materials. Users also have online access to British Standards and Codes of Practice, as well as databases in a range of subject areas with links to full-text electronic sources. The Library holds an important collection of government publications and documents published by other international agencies. It is responsible for the historical archives of the University and also contains the special collections of rare books and other materials. Library staff are also available to offer training on information literacy and how to use electronic resources.



FACT FILE: ACADEMIC SUPPORT

The Centre for Academic Practice & Learning Enhancement provides services tailored for postgraduate students, including seminars and workshops in areas such as oral presentation and academic writing, personal effectiveness and critical information handling. For details visit www.strath.ac.uk/caple

Your Strathclyde Experience

Accommodation

www.strath.ac.uk/accommodation

Glasgow is one of Europe's most exciting and beautiful destinations, combining the energy and sophistication of a great international city with some of Scotland's most renowned and spectacular scenery on its doorstep. Served by two international airports and with easy connections from London, Edinburgh or other major cities, Glasgow is very accessible.

The University sits in the heart of Glasgow, only a short walk from the city's main railway stations, 20 minutes drive from Glasgow International Airport and 45 minutes by train from Glasgow Prestwick International Airport.

University Accommodation

The University has accommodation for around 2,000 single students in self-catering flats in the heart of Glasgow. Most students live on campus in the Student Village, with a further 400 in University accommodation within five minutes walking distance of the campus.

ACCOMMODATION ELIGIBILITY

Full-time students who are new to Glasgow and live at least 25 miles outside the city are given priority for a place in University accommodation. University accommodation is guaranteed for all single students paying fees at the overseas rate provided they apply before the application deadline. If we cannot offer University accommodation, we will help you to find accommodation in the private rented sector.

COUPLES/FAMILIES

The University leases two flats suitable for couples in the city centre and owns and manages 23 flats for families in Cumbernauld, about 12 miles east of Glasgow.

If you plan to bring your family to Glasgow, we advise you to do so only after you have found suitable, affordable accommodation.

HOW TO APPLY FOR ACCOMMODATION

Applications will be accepted from January. Places will be confirmed after firm offers of academic admission have been made.

CONTACT

Barbara Manson
Accommodation Services Manager
t: +44 (0)141 548 3454/3561
e: student.accommodation@strath.ac.uk

THE PRIVATE RENTAL SECTOR

There has been a dramatic increase in the availability of rented accommodation in the private sector in Glasgow, particularly in areas close to the University. There are three main types of accommodation generally available – shared furnished flats (apartments), self-contained flats or rooms within family homes. The University's Accommodation Office operates PAD (Private Accommodation Database, www.glasgowpad.org), a web-based service which has been set up especially for students to find a safe, secure place to stay.

As a guide, the cost of a reasonable flat in the private rented sector is £450 to £600 per month, depending on the size of the property. Our Accommodation Office can provide help and advice about contracts, tenancy agreements, and the relevant gas safety and multiple occupancy requirements.

Information and assistance can be obtained from the Accommodation Office website (see above).



Student Support

www.strath.ac.uk/sees/infoint

The University provides a range of services, advice and assistance to help ensure that all of our students enjoy their time here. Our Information & Advice Team offers advice, guidance and information on all issues associated with student life to home and international students, especially those that concern welfare, academic, immigration and personal issues.

The team is also responsible for student transition, including induction and orientation activities for home and international students, and for the administration and analysis of key student surveys. You can access more detailed information on our website (see above).

CONTACT

e: tier4@strath.ac.uk

e: infoandadvice@strath.ac.uk

INTERNATIONAL COMMUNITY

The University's lively and varied international student population comes from over 100 countries and is fully integrated into university life. We provide expert advice and support to our international community and can help with student visa extensions, immigration advice, advice on working in the UK, financial queries, advice on travelling outwith the UK, general welfare issues and general support.

CONTACT

e: international.adviser@strath.ac.uk

STUDENT COUNSELLING SERVICE

www.strath.ac.uk/studentcounselling

Confidential support and counselling is available to all students. We have specialised staff to address any University matters or student welfare issues and who can provide individual assistance with your personal or academic concerns.

CONTACT

e: student-counselling@strath.ac.uk

STUDENT FINANCE AND WELFARE

www.strath.ac.uk/student/finance

The Student Financial Support team offers information and advice, including details of the latest changes in government policy on student finance. If you have questions regarding fees, bursaries or scholarships, please contact us.

If you encounter financial difficulties during your time at University, there is a Discretionary Fund for students with serious money problems, and a Childcare Fund, which may be used to help with childcare costs, as well as other possible sources of assistance. The University can make short-term loans to students in difficulty or assist with Career Development Loans, welfare benefits or budgeting advice, and we also provide assistance or information relevant to students in particular categories (ie part-time or mature students).

CONTACT

e: s.finance@strath.ac.uk



STUDENT HEALTH SERVICE

www.strath.ac.uk/ps/studenthealthservice

The Student Health Service (SHS) helps students with any physical or emotional problems. Hospital-based doctors run a clinic on campus twice daily during term and a family planning/healthcare clinic weekly.

All students require to register with a local doctor. To receive any treatment through the National Health Service (NHS) you have to be registered with a doctor (GP). The SHS can give you information about local GPs. International students on courses longer than six months are eligible to register with the NHS, which means consultations with a doctor and hospital treatment will be free of charge. If your course is less than six months long, you may still be eligible for treatment under the NHS if you are from a country that has a reciprocal health agreement with the UK. Check www.dh.gov.uk for details. If you are not entitled to NHS treatment you will have to pay the full cost of any treatment you receive in the UK. This can be expensive, therefore we would advise you to have medical insurance that covers you while living abroad.

Students from some countries are required to have a TB screening test at registration and the SHS will arrange this.

CONTACT

e: studenthealth@strath.ac.uk

Your Strathclyde Experience

DISABILITY SERVICE

www.strath.ac.uk/disabilityservice

The Disability Service offers advice, support and practical assistance to students and University staff so that students with any medical condition or disability (seen or unseen) can derive equal benefit and enjoyment from studying at Strathclyde.

Disability advisers identify effective strategies, assistive equipment or software, facilities or services which can support you during your time at Strathclyde. This might include mentoring, study skills sessions, or accessing support with communication or notetaking in lectures. The University's Assistive Technology advisers can help identify appropriate technology to support you and can provide ongoing advice, assistance and training.

The Disability Service can formally communicate any reasonable adjustments to your department about your teaching and assessment requirements, such as extra time in exams or advance copies of lecture handouts. The department is not informed of the nature of your disability. There is also a disability contact within each department.

The Disability Service also provides courses, such as the Effective Learning Programme and training in the use of assistive software, such as Mind Genius and Read and Write. These help you to make the most of university facilities and teaching, as well as providing an opportunity for you to meet other students.

Students with mobility difficulties or problems relating to stamina may find the steep hills and busy roads of the campus a challenge, but most classes can be timetabled in rooms that are accessible. The Disability Service will identify the most accessible routes or provide help in the event that a class is not in accessible premises.

You can read about support on the Service's website, where you can also access the University's Disability Policy. Please ask if you would like any of this information in another format.

CONTACT

t: +44 (0)141 548 3402

Minicom: +44 (0)141 548 4739

e: disabilityservice@strath.ac.uk

CHAPLAINCY CENTRE

www.strath.ac.uk/chaplaincy

The Chaplaincy Centre offers a welcome to all students. The atmosphere is relaxed and comfortable; the lounge is a great meeting point or a place to make new friends and the Ark Café offers great value for lunch. You can study in the library, have quiet contemplation or worship in the chapel, or just relax in the television room. The Chaplaincy is a place where people of different faith traditions can exchange ideas and learn from each other.

CONTACT

t: +44 (0)141 548 4144

e: chaplaincy@strath.ac.uk

MUSLIM STUDENTS' FACILITIES

There is a Muslim Students' Association representing the interests of the Islamic community at Strathclyde. Prayer rooms for men and women and space for other activities are provided in the lower level of the Chaplaincy building.

CHILDCARE

For children under five there are childcare facilities, playgroups, nurseries and after-school care throughout the city. These can be very expensive and the Hardship Fund receives money from the UK government, which can be used by UK students with children who find it difficult to meet the cost of childcare. The funding does not extend to international students.

All children between the ages of 5 and 16 must attend school while they are in Glasgow. The children of all students (UK and non-UK) will be given places, at no cost, in a primary or secondary school in the area in which you are living. Contact the Head Teacher to check if there is a place available. In the case of non-UK students, the Head Teacher will assess your child's English language skills and make arrangements for them to be given assistance if required.

Childcare Scotland runs a nursery facility on campus for pre-school children on a paying basis. The nursery is very popular so it is advisable to check for availability of places (+44 (0)141 553 4125).



DID YOU KNOW

Our Postgrad Community website offers you online communication, information and resources. For everything you need to know about postgrad life at Strathclyde, from events to training and career opportunities, visit: www.strath.ac.uk/postgrad

Sports

SPORTS UNION

www.sportsunion.strath.ac.uk

Joining the Sports Union is a great way to meet people. The Sports Union provides competitive and recreational sport for the whole University community. It organises and coordinates the running of around 40 affiliated clubs and provides financial support, travel, coaching, equipment, catering and encouragement. All clubs cater for both the serious competitor and those who play just for fun, and all can offer tuition.

CONTACT

e: sportspresident@sportsunion.strath.ac.uk

CENTRE FOR SPORT & RECREATION

www.strath.ac.uk/sport

The Centre for Sport & Recreation provides excellent facilities for a wide range of sports, as well as fitness classes, martial arts and weight training. There is a cardiovascular suite with more than 50 machines and a swimming pool, as well as facilities for outdoor sports such as football and hockey. Also available are fitness testing, health and lifestyle consultation, sports coaching classes and swimming and lifesaving classes. The Centre also provides facilities for many of the sports clubs run by the Students' Sports Union.

CONTACT

e: sport@strath.ac.uk

UNIVERSITY SPORTS BURSARIES

The University, in conjunction with Glasgow City Council, offers a number of Sports Bursaries each year to gifted athletes who wish to develop their sporting careers in conjunction with their academic studies. Bursaries, worth up to £1,000 each, are intended to help with costs such as coaching, competition travel and equipment. Bursars also enjoy additional sports science and lifestyle management support.

CONTACT

Anne-Marie Hughes

t: +44 (0)141 548 2449

e: a.m.hughes@strath.ac.uk

GOLF BURSARIES

Royal and Ancient Golf Club Bursaries are available to full-time students on the basis of golfing merit. Each bursary is worth £1,500 annually and will be awarded for a maximum of four years, subject to satisfactory academic and golfing progress. A programme of coaching sessions to current Scottish Golf Union standards is an integral part of the Bursary Scheme.

CONTACT

Niall Sturrock

t: +44 (0)141 548 2782

e: n.sturrock@strath.ac.uk

Students' Association

www.strathstudents.com

Strathclyde Students' Association represents students both within the University and to the wider community. Facilities and activities on offer include bars, films, ceilidhs, comedy and band nights, access to over 40 sports clubs, 50 other clubs and societies, shop, bank, printing facilities, and more. There are many ways for you to become involved in the Union's activities, and this is a great way to meet like-minded people and make new friends.

In addition to the social events on offer, the Union offers a wide range of services and opportunities for students. Our Students' Association has spearheaded initiatives such as the Alternative Careers Fair, Green Week and the Booktrader Service and has won numerous awards for offering a safe and socially responsible environment. Postgraduate students have a dedicated social space within the Union.

The Students' Association operates its own Advice, Support and Knowledge service (ASK), a student-run, staff-supported facility where you can get help with academic appeals, financial problems and personal matters, as well as general enquiries. The Union's welfare team also administers a confidential Nightline Service staffed by trained student volunteers.

The Students' Association runs campaigns to improve the lives of students of all backgrounds especially those represented by the Union's liberation groups. These groups provide support for students and are a strong movement for challenging attitudes and pushing forward positive change.

Students play an important role in terms of the University's development, and there are opportunities to become involved in the Students' Association and as a Class Representative, participating in staff-student committees to discuss issues of relevance to students in your course. Visit the Students' Union website (see above) and see what's on offer and how you can get involved.



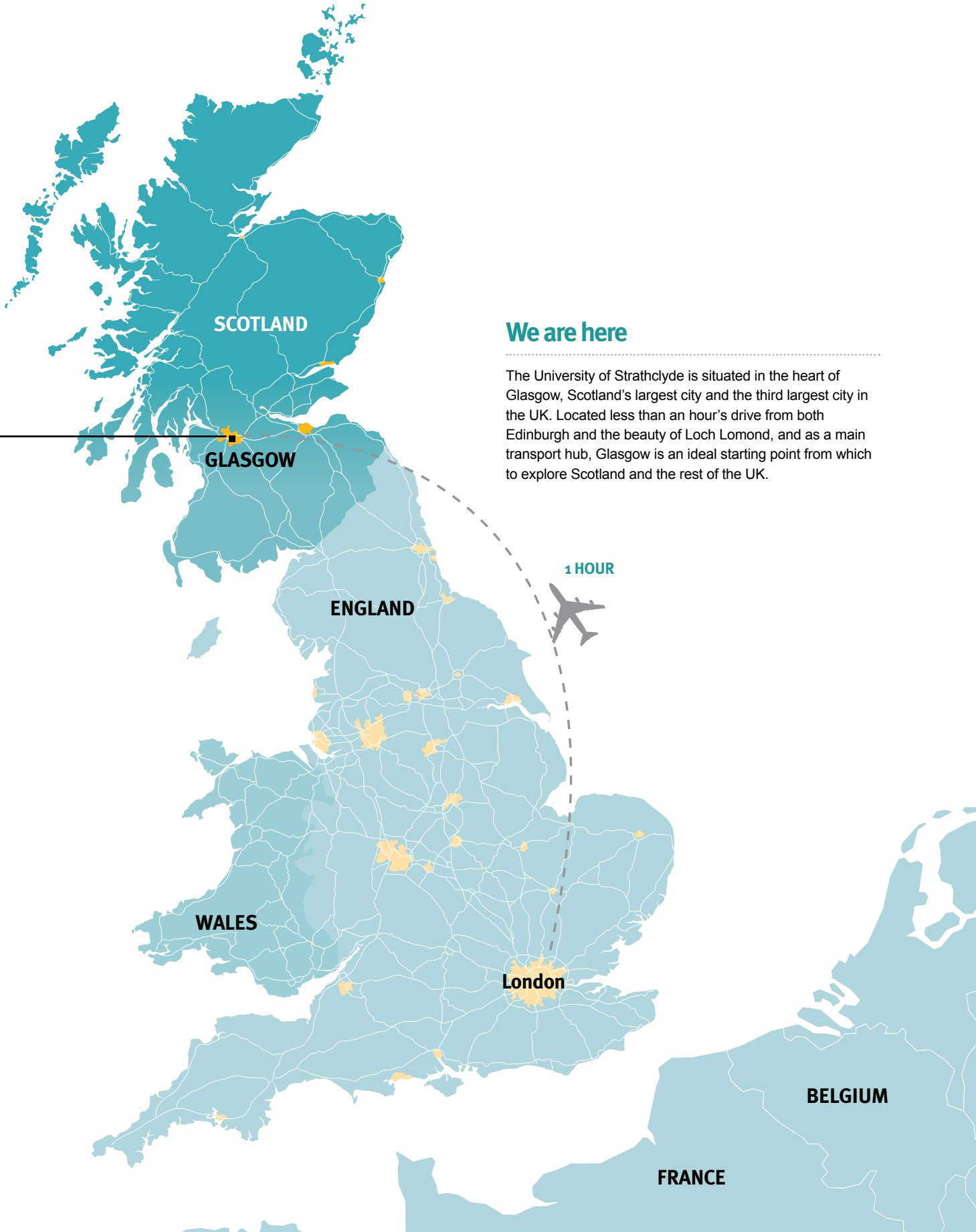
Visiting

www.strath.ac.uk/visiting

There are several ways to visit or find out more about the University. You can take a virtual campus tour on our website (see above), or you can visit the University. If you are based in the UK and would like to visit, contact pg-enquiries@strath.ac.uk or +44 (0)141 548 2913.

If you are based outside of the UK, there may be a Strathclyde representative in your area. For information on overseas representatives, see www.strath.ac.uk/rio/prospective or, if you are in the UK and want to visit the University, contact international@strath.ac.uk or +44 (0)141 548 2913.





We are here

The University of Strathclyde is situated in the heart of Glasgow, Scotland's largest city and the third largest city in the UK. Located less than an hour's drive from both Edinburgh and the beauty of Loch Lomond, and as a main transport hub, Glasgow is an ideal starting point from which to explore Scotland and the rest of the UK.

1 HOUR



SCOTLAND

GLASGOW

ENGLAND

WALES

London

BELGIUM

FRANCE

Course list

The following is a list of postgraduate taught courses offered at the University of Strathclyde.

Please see following page for index of courses included in this prospectus.

To download or request a copy of the prospectus for any of the other three Faculties, visit www.strath.ac.uk/prospectus

COURSE	DEGREE	COURSE	DEGREE
ADVANCED MANUFACTURE: TECHNOLOGY & SYSTEMS	MSc/PgDip/PgCert	EDUCATIONAL SUPPORT	MSc/PgDip/PgCert
ADVANCED MANUFACTURING: FORGING & FORMING	EngD	ELECTRICAL POWER ENGINEERING with BUSINESS	MSc
ANALYSIS of MEDICINES	MSc/PgDip	ELECTRONIC & ELECTRICAL ENGINEERING	MSc
ARCHITECTURAL DESIGN, ADVANCED	MArch/PgDip	ENGINEERING	MRes
ARCHITECTURAL STUDIES, ADVANCED	MSc/PgDip	ENVIRONMENTAL ENGINEERING	MSc
AUTOMATED PLANNING FOR AUTONOMOUS SYSTEMS	MRes	ENVIRONMENTAL ENTREPRENEURSHIP	MSc
AUTISM	MSc/PgDip/PgCert	ENVIRONMENTAL FORENSICS	MSc
BIOENGINEERING	MSc/PgDip/PgCert	ENVIRONMENTAL HEALTH	MSc
BIOMEDICAL ENGINEERING	MRes	ENVIRONMENTAL SCIENCE	MSc
BIOMEDICAL SCIENCES	MRes	EXECUTIVE COACHING	PgCert
BUILDING DESIGN & MANAGEMENT (Sustainable Engineering Programme)	MSc/PgDip/PgCert	FINANCE	MSc/PgDip
BUILDING DESIGN & MANAGEMENT FOR SUSTAINABILITY	MRes	FORENSIC SCIENCE	MSc/PgDip/PgCert
BUSINESS ADMINISTRATION, Master of	MBA	GENEALOGICAL, PALAEOLOGICAL & HERALDIC STUDIES	MSc/PgDip/PgCert
BUSINESS ADMINISTRATION, Doctor of	DBA	GEO-ENVIRONMENTAL ENGINEERING	MRes
BUSINESS ANALYSIS & CONSULTING	MSc/PgDip/PgCert	GEOTECHNICS	MSc
BUSINESS & MANAGEMENT, Master of	MSc/PgDip	GLOBAL INNOVATION MANAGEMENT	MSc
BUSINESS & MANAGEMENT, Research Methodology in	MRes/PgDip/PgCert	GLOBAL WATER SUSTAINABILITY	MSc
BUSINESS INFORMATION TECHNOLOGY SYSTEMS	MSc/PgDip	HEALTH HISTORY	MSc/PgDip/PgCert
CHARTERED TEACHER STUDIES	MSc/PgDip/PgCert	HIGH-POWER RADIO FREQUENCY SCIENCE & ENGINEERING	MSc/PgDip
CHEMICAL & PROCESS ENGINEERING, ADVANCED	MSc/PgDip/PgCert	HISTORICAL STUDIES	MSc/PgDip
CHEMICAL PROCESSING (Sustainable Engineering Programme)	MSc/PgDip/PgCert	HOSPITALITY & TOURISM LEADERSHIP	Executive Masters
CHEMICAL TECHNOLOGY & MANAGEMENT	MSc/PgDip/PgCert	HUMAN RESOURCE MANAGEMENT	MSc/PgDip
CLIMATE CHANGE ADAPTATION	MRes	HYDROGEOLOGY	MSc/PgDip
CLINICAL PHARMACY	MSc/PgDip	INFORMATION & LIBRARY STUDIES	MSc/PgDip
COACHING & MENTORING	MSc	INFORMATION MANAGEMENT	MSc/PgDip
COMMUNICATIONS, CONTROL & DIGITAL SIGNAL PROCESSING	MSc	INTERNATIONAL ACCOUNTING & FINANCE	MSc/PgDip
COMMUNICATIONS TECHNOLOGY & POLICY	MSc	INTERNATIONAL BANKING & FINANCE	MSc/PgDip
COMMUNITY CARE	MSc/PgDip/PgCert	INTERNATIONAL HOSPITALITY & TOURISM MANAGEMENT	MSc/PgDip
COMPUTER AIDED ENGINEERING DESIGN	MSc/PgDip/PgCert	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	MSc/PgDip
COMPUTER SCIENCE, ADVANCED	MSc/PgDip	INTERNATIONAL LAW & SUSTAINABLE DEVELOPMENT	LLM/PgDip/PgCert
COUNSELLING	MSc/PgDip	INTERNATIONAL MANAGEMENT	MSc/PgDip
COUNSELLING PSYCHOLOGY	MSc/DPsych	INTERNATIONAL MARKETING	MSc/PgDip
COUNSELLING SKILLS	PgCert	INTERNET LAW & POLICY	LLM/PgDip/PgCert
CREATIVE WRITING	MRes	INVESTMENT & FINANCE	MSc/PgDip
DIGITAL CREATIVITY	MSc/PgDip/PgCert	JOURNALISM	MLitt/PgDip
DIGITAL MULTIMEDIA & COMMUNICATION SYSTEMS	MSc	JOURNALISM, INVESTIGATIVE	MSc/PgDip
DRUG DELIVERY SYSTEMS with INTERNATIONAL PLACEMENT	MRes	JOURNALISM, LITERARY	MLitt/PgDip
EARLY CHILDHOOD STUDIES	MSc/PgDip/PgCert	LAW, GRADUATE ENTRY	LLB
ECONOMIC MANAGEMENT & POLICY	MSc	LAW, CONSTRUCTION	LLM/PgDip
EDUCATION	EdD/MEd	LAW, HUMAN RIGHTS	LLM/PgDip/PgCert
EDUCATIONAL RESEARCH, APPLIED	MSc/PgDip	LAW, INTERNATIONAL ECONOMIC	LLM/PgDip/PgCert
		LAW (Pre-qualification Courses)	

- Engineering
- Humanities & Social Sciences
- Science
- Strathclyde Business School

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COURSE	DEGREE
LITERATURE, CULTURE & PLACE	MLitt/PgDip/PgCert
MANAGEMENT	Masters
MANAGEMENT & LEADERSHIP in EDUCATION	MSc/PgDip/PgCert
MARINE ENGINEERING	MSc/PgDip
MARINE TECHNOLOGY (Sustainable Engineering Programme)	MSc/PgDip/PgCert
MARKETING	MSc/PgDip
MECHANICAL ENGINEERING, ADVANCED	MSc/PgDip/PgCert
MECHATRONICS & AUTOMATION	MSc/PgDip/PgCert
MEDIATION & CONFLICT RESOLUTION	MSc/PgDip/PgCert
MEDICAL DEVICES	EngD/ MSc/PgDip/PgCert
MEDICAL TECHNOLOGY	MRes
NANOSCIENCE	MSc/PgDip
NORTH ATLANTIC WORLD, c900-c1800	MSc/PgDip
OFFSHORE FLOATING SYSTEMS	MSc/PgDip
OFFSHORE RENEWABLE ENERGY (Sustainable Engineering Programme)	MSc/PgDip/PgCert
OPERATIONAL RESEARCH	MSc/PgDip/PgCert
OPERATIONS MANAGEMENT in ENGINEERING	MSc/PgDip/PgCert
OPTICAL TECHNOLOGIES	MSc/PgDip
OPTICS & PHOTONICS TECHNOLOGIES	EngD
PHARMACEUTICAL ANALYSIS	MSc/PgDip
PHARMACEUTICAL QUALITY & GOOD MANUFACTURING PRACTICE	MSc/PgDip
PHILOSOPHY WITH CHILDREN	PgCert
PHOTONICS & DEVICE MICROFABRICATION	MSc/PgDip
POLITICAL RESEARCH	MSc
POLLUTION PREVENTION CONTROL, INTEGRATED	MRes
POWER PLANT TECHNOLOGIES/ENGINEERING	MSc/PgDip/PgCert
PRIMARY EDUCATION	PGDE (Primary)
PROCESS TECHNOLOGY & MANAGEMENT	MSc/PgDip/PgCert
PRODUCT ENGINEERING DESIGN	MSc/PgDip/PgCert
PROFESSIONAL LEGAL PRACTICE	Diploma
PROFESSIONAL STUDIES, ADVANCED	MSc/PgDip/PgCert
PSYCHOLOGY, EDUCATIONAL	DEdPsy/MSc
PSYCHOLOGY, RESEARCH METHODS in	MRes
PUBLIC POLICY	MSc
PUBLIC POLICY, EUROPEAN	MSc
PUBLIC POLICY, INTERNATIONAL	MSc
QUANTUM INFORMATION & COHERENCE	MSc/PgDip
REHABILITATION STUDIES	MSc
RENEWABLE ENERGY SYSTEMS & the ENVIRONMENT (Sustainable Engineering Programme)	MSc/PgDip/PgCert
RESIDENTIAL CHILDCARE, ADVANCED	MSc/PgDip/PgCert
SAFETY & RISK MANAGEMENT	MSc/PgDip/PgCert
SECONDARY EDUCATION	PGDE (secondary)

COURSE	DEGREE
SHIP & OFFSHORE STRUCTURES	MSc/PgDip
SHIP & OFFSHORE TECHNOLOGY	MSc/PgDip
SOCIAL HISTORY	MSc/PgDip
SOCIAL WORK	Master/PgDip
SOCIAL WORK MANAGEMENT	MSc/PgDip/PgCert
SUBSEA ENGINEERING	MSc/PgDip
SUPPLY CHAIN & OPERATIONS MANAGEMENT/ LOGISTICS MANAGEMENT/PROCUREMENT MANAGEMENT	MSc/PgDip/PgCert
SUPPORTING BILINGUAL LEARNERS	PgCert
SUSTAINABLE ENGINEERING, Faculty Programme in	MSc/PgDip/PgCert
SUSTAINABLE PRODUCT DEVELOPMENT (Sustainable Engineering Programme)	MSc/PgDip/PgCert
SUSTAINABILITY & ENVIRONMENTAL STUDIES	MSc
TECHNICAL SHIP MANAGEMENT	MSc/PgDip
URBAN DESIGN	MSc/PgDip/PgCert

Index

a

Accounting & Finance, Department of 21

b

Business Administration, Master of 18

Business Administration, Doctor of 16

Business Analysis & Consulting 42

Business & Management

Master of 37

Research Methodology in 17

Business Information Technology Systems 38

c

Coaching & Mentoring 33

e

Economics, Department of 26

Economic Management & Policy 27

Executive Coaching 33

f

Finance 23

h

Hunter Centre for Entrepreneurship 34

Human Resource Management, Department of 29

Human Resource Management 31

Hospitality & Tourism Leadership 19

i

International Accounting & Finance 23

International Banking & Finance 24

International Hospitality & Tourism Management

International Human Resource Management 32

International Management 20, 39

International Marketing 47

Investment & Finance 24

m

Management, Department of 36

Management, Masters in 21

Management Science, Department of 40

Marketing, Department of 44

Marketing 47

MBA 18

MBM 37

MiM 20, 39

o

Operational Research 43

Terms and Conditions of Matriculation

All students will be required as a condition to abide by and to submit to the procedures and rules of the University's Statutes, Ordinances, and Regulations as found in the University Calendar, as amended from time to time. A copy of the Calendar is available, on request, from the University or may be downloaded from the link at www.strath.ac.uk/corporateservices/gmpt/academicaffairs

The University will use all reasonable endeavours to deliver courses in accordance with the descriptions set out in this Prospectus. Matters such as industrial action and the death or departure of staff may adversely affect the ability of the University to deliver courses in accordance with the descriptions. Also, the University has to manage its funds in a way which is efficient and cost-effective, in the context of the provision of a diverse range of courses to a large number of students.

The University therefore:

- a) reserves the right to make variations to the contents or methods of delivery of courses, to discontinue courses and to merge or combine courses, if such action is reasonably considered by the University in the context of its wider purposes. If the University discontinues any course, it will use its reasonable endeavours to provide a suitable alternative course.
- b) cannot accept responsibility, and expressly excludes liability, for damage to students' property, transfer of computer viruses to students' equipment, and changes to teaching arrangements and similar activities.

This Prospectus, published August 2011, is for use by those interested in entering the University in the academic year beginning in September 2011. The contents of the Prospectus are as far as possible up-to-date and accurate at the date of publication. Changes are made from time to time and the University reserves the right to add, amend or withdraw courses and facilities, to restrict student numbers and to make any other alterations as it may deem necessary and desirable. The descriptions of courses in this Prospectus are intended as a useful guide to applicants and do not constitute the official regulations which are available in the current edition of the University Calendar.

A guide to the admission requirements for the University's degree courses is given in each course entry, but please consult the University website for the most up-to-date information.

Campus Map



Key

- | | | | |
|----|---|----|--|
| 1 | McCance Building | 18 | John Anderson Building |
| 2 | Livingstone Tower | 19 | Chancellors Hall |
| 3 | Graham Hills Building | 20 | James Blyth Court/Thomas Campbell Court |
| 4 | Royal College Building | 21 | James Young Hall |
| 5 | James Weir Building | 22 | Forbes Hall |
| 6 | Thomas Graham Building | 23 | James Goold Hall |
| 7 | Centre for Sport & Recreation | 24 | Murray Hall |
| 7a | Chaplaincy/St Paul's Building (not in view) | 25 | Campus Village Office |
| 7b | Student Union (not in view) | 26 | Garnett Hall |
| 8 | Rottenrow Gardens | 27 | Birkbeck Court |
| 9 | Colville Building | 28 | Barony Hall |
| 10 | Architecture Building | 29 | Andrew Ure Hall |
| 11 | Sir William Duncan Building | 30 | Patrick Thomas Court |
| 12 | Strathclyde Business School | 31 | Henry Dyer Building |
| 13 | Stenhouse Building | 32 | Collins Building / Collins Gallery |
| 14 | Arbuthnott Building | 33 | Ramshorn Theatre |
| 15 | Wolfson Building | 34 | The Strathclyde Institute of Pharmacy and Biomedical Science (SIPBS) |
| 16 | Curran Building | | |
| 17 | Lord Hope Building (not in view) | | |