



OLLSCOIL NA GAILLIMH
UNIVERSITY OF GALWAY

PROGRAMME HANDBOOK 2025-2026

MSc in International Management



Scoil Ghnó agus
Eacnamaíochta J.E. Cairnes
J.E. Cairnes School of
Business and Economics



Programme Director's Welcome

I am delighted to welcome you to the MSc in International Management at the J.E. Cairnes School of Business & Economics, University of Galway.

This award-winning and innovative programme, delivered by the Management Discipline, offers a forward-thinking curriculum designed to equip you with in-depth knowledge and practical skills in the principles and applications of international management. It aims to prepare you for a career in dynamic and complex global business environments.

The programme encourages the development of a global mindset by fostering cultural awareness, sensitivity, and curiosity. You will explore topics such as finance, strategy, human resources, marketing, entrepreneurship, and innovation within a global context.

You will also benefit from practical, experiential learning, including group assignments based on real-life case studies. By engaging with international best practices and gaining exposure to organisations and business leaders through our extensive industry network, you will be well placed to pursue diverse career paths and build professional relationships - and friendships - along the way.

This is also a rigorous and demanding programme that will challenge you to meet the University's high standards for a postgraduate qualification. You will be assessed through a combination of teamwork, class presentations, and assignments along with examinations, all of which precede the submission of a major project report. At the same time, it will be a rewarding and enjoyable academic journey.

There is also clear evidence that hard work pays off. A number of our previous cohorts of students secured excellent roles on completion of the Programme. These include roles in Accenture, KPMG, Deloitte Ireland, Diligent, EMC, Ernst & Young, Janssen Pharmaceuticals, Johnson & Johnson, Abbott, Central Bank of Ireland, Citi, Delta Capita, Diligent, Wayfair, Valeo. Penn Engineering, SiteMinder, SmartBear, IDA, Enterprise Ireland, Twitter, and Google.

This Programme Handbook provides important information and guidance on various aspects of the MSc in International Management Programme as well as relevant university policies, services and supports. While every effort has been made to provide accurate and current information in this handbook, policies, regulations, websites and details can change and therefore, where relevant, I ask that you to please check the accuracy of any information at the time of making decisions.

I hope you enjoy your time as a postgraduate student and your time here at University of Galway.

Yours sincerely,

Dr Vanessa Bretas
Academic Programme Director

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1. Programme Learning Outcomes

On completion of the programme you will be able to:

- Apply and analyse theories, concepts and frameworks used in different fields of business within an international context; such as finance, strategy, HR, marketing, entrepreneurship and innovation.
- Examine and evaluate the challenges of doing business across national boundaries from the perspective of an individual manager, a corporation, and an economy or society.
- Evaluate and apply tools, techniques or different methodological approaches to investigate pertinent questions, scenarios or cases in an international management context.
- Identify, analyse, and solve business, public policy and societal problems within a global context.
- Make a positive societal impact through critical thinking, innovation, and collaboration.

2. Programme Structure

2.1 Credits and Programme Timetable

The entire Programme consists of a set of modules. All modules in University of Galway are specified in terms of ECT (European Credit Transfer and Accumulation System). ECTS is a student-centred system based on the average student workload required to achieve the learning outcomes at the end. To complete the programme students must successfully complete 90 ECTS. We have designed the programme so that students can combine core subjects (70 ECTS) with choices from a range of optional modules (20 ECTS) that will allow them to customise and gear their master's towards their own particular focused career path. This personalisation of the master's offers students an opportunity to tailor the programme to suit their interests and ambitions.

See Table 1 below and Appendix 1 for a summary of each module.

Table 1: MSc International Management Programme with module options

Module Code	Module Name	ECTS	Semester	Option/Core
MG5141	Critical Thinking & Analytical Skill	5	1	Core
MG5139	Global Strategy	5	1	Core
MG5156	Global Trends and International Management Behaviour	5	1	Core
MG5114	International Entrepreneurship	10	1	Core
MK5117	Services Marketing	5	1	Option
AY590	Corporate Finance	5	1	Option
MG5133	Digital, Business & People Analytics	10	2	Option
MK5116	Negotiations	5	2	Option
MG5113	Business & Society	5	2	Option
MG5138	Leading Change & Business Transformation	5	2	Option
MG5130	Project Management	5	2	Option
MG5142	International HRM	5	2	Core
MG5129	International Supply Chain Management	5	2	Core
MG5134	International Seminar Week	10	2	Core
MG5135	International Consulting Report	20	2	Core

Semester 2 timetable will be issued in December. Please note that the timetable can be subject to change over the course of the academic year and students will be notified in advance of any such changes.

Students will be assessed using a combination of continuous assessment (including individual and group/team-based work) and examination. Assessment methods vary across modules, are set by the respective lecturers and are used to determine the depth, breadth and competency of key knowledge areas.

2.2 Registration and Module Selection

Information on course and module registration can be accessed [here](#).

2.3 Marks and Standards

To be eligible for the award of the M.Sc. in International Management, candidates must successfully complete (i.e. pass) all modules and thereby achieve a total of 90 ECTS. Detailed examination regulations for Postgraduate Taught Masters Programmes can be found using this web link: (QA236) Postgraduate Marks and Standards

2.4 Grades and Grade Descriptors

Percentage

80%+	Exceptional
70 – 79%	Excellent
60 – 69%	Very good
50 – 59%	Good
40 – 49%	Satisfactory
35 – 39%	Fail* - Compensatable
<35%	Fail

First Class Honours 80%+	<p>Exceptional performance, engaging deeply and systematically with the question set, with consistently impressive demonstration of:</p> <ul style="list-style-type: none"> • A comprehensive mastery of the subject matter; amply supported by evidence and citation. • Reflecting deep and broad knowledge and critical insight as well as extensive reading. • An exceptional ability to organise, analyse and present arguments fluently and lucidly with a high level of critical analysis. • A highly developed capacity for original, creative and logical thinking.
First Class Honours 70-79%	<p>Excellent performance, engaging closely and systematically with the question set, with consistently strong evidence of:</p> <ul style="list-style-type: none"> • A comprehensive mastery of the subject matter, ably supported by evidence and relevant citation. • Excellent ability to organise, analyse and express arguments fluently and lucidly with a high level of critical analysis. • A highly developed capacity for original, creative and logical thinking. Extensive knowledge and understanding of theory and concepts. Ability to demonstrate understanding through use of examples. • An ability to draw on varied aspects of the course and previous studies in answering questions.
Second Class Honours 60-69%	<p>Very Good performance, engaging substantially with the question set, demonstrating strong grasp of the subject matter, well supported by evidence and relevant citation, demonstrating:</p> <ul style="list-style-type: none"> • Well-developed capacity to analyse issues, organise material, present arguments clearly and cogently. • Some original insights and capacity for creative and logical thinking.
Second Class Honours 50-59%	<p>Good performance - intellectually competent answer (i.e., factually sound) with evidence of a reasonable familiarity with the relevant literature and techniques, demonstrating:</p> <ul style="list-style-type: none"> • Acceptable grasp of the subject material. • Ideas stated rather than developed and insufficiently supported by evidence and relevant citation. • Writing of sufficient quality to convey meaning but some lack of fluency and command of suitable vocabulary. • Omission of parts of the subject in question or the appearance of several minor errors. • Average critical awareness and analytical qualities. • Limited evidence of capacity for original and logical thinking.
Pass 40-49%	<p>Satisfactory performance – intellectually adequate answer with evidence of familiarity with the relevant literature and techniques, demonstrating:</p> <ul style="list-style-type: none"> • Basic grasp of subject matter, but somewhat lacking in focus and structure.

	<ul style="list-style-type: none"> • Main points covered in answer, but lacking detail. • Some effort to engage, but only a basic understanding of the topic portrayed. • Some development of argument. • Only some critical awareness displayed. • No evidence or relevant citation included in answer. • Appearance of several minor errors or one major error. • Lacking evidence of capacity for original and logical thinking.
Fail* 35-39% - Compensatable	<p><i>Unacceptable</i> performance, with either</p> <ul style="list-style-type: none"> • insufficient understanding of the question displayed • failure to address the question resulting in a largely irrelevant answer. • a display of some knowledge of material relative to the question posed, but with very serious omissions / errors and/or major inaccuracies included in answer. • or answer left somewhat incomplete for lack of time. • limited understanding of question displayed. • a random layout / underdeveloped structure - not planned sufficiently. • poor analytical skills, with an absence of argument. • random and undisciplined development - limited structure. • lack of clarity, poor spelling. • material of marginal relevance predominating.
Fail <35%	<p><i>Wholly unacceptable</i> performance, with</p> <ul style="list-style-type: none"> • deficient understanding of the question displayed. • complete failure to address the question resulting in an irrelevant answer. • inadequate knowledge displayed relative to the question posed • or answer left incomplete for lack of time. • very poor analytical skills, with an absence of argument. • random and undisciplined development –poorly structured answer. • confused expression, poor spelling. • irrelevant material predominating.

3. Academic Calendar 2025-2026

Academic Calendar AY 2025-2026	
Semester 1	
Teaching starts	Monday 8 th September 2025
End of teaching for semester 1	Friday 28 th November 2025
Semester 1 exams	Monday 8 th December to Friday 19 th December 2025
Christmas Holidays start	Saturday 20 th December 2025
Semester 2	
Start of teaching	Monday 12 th January 2026
End of teaching for semester 2	Thursday 2 nd April 2026
International Seminar Week	May 2026 - Dates TBC
Autumn Repeat Exams	Tuesday 4 th to Friday 14 th August 2026
Holidays	
Easter Break	Good Friday 3 rd April to Easter Monday 6 th April 2026
Bank Holidays	Monday 27 th October 2025 Tuesday 17 th March 2026 Monday 4 th May 2026 Monday 1 st June 2026 Monday 3 rd August 2026

***Please note that the International Seminar Week may be subject to change.**

4. Attendance Requirements

The MSc in International Management is a full-time programme of study requiring students to be available for classes, project work, and any additional course activities and events (e.g. seminars, workshops) from Monday to Friday during term time. The programme spans one academic year [8th Sept 2025 to 31st July 2026].

Students are expected to attend **all** lectures and programme events. In line with university policy, attendance will be taken in lecture classes and events. If you cannot attend a particular class or programme event you should contact the module coordinator/lecturer or event organiser in advance (where possible). In the exceptional circumstance [for example illness] where a student is unable to attend college for periods during semester, this must be approved through the School Office and the Programme Director must be kept informed.

5. Communication

5.1 Canvas (Virtual Learning Environment) and e-mail

The platform, Canvas, is the virtual learning environment that lecturers will use to support teaching and learning. It will be used to provide you with modules' materials as well as to facilitate undertaking some assessments where appropriate (for example, you may be asked to submit assignments via Canvas).

It is important that you regularly check Canvas and your University of Galway email. Lecturers will communicate with you using Canvas e.g. module announcements and you may receive notifications via your University of Galway email. If needed, lecturers will also contact you directly by email and typically it is your University of Galway email address that will be used.

Please check your University of Galway email regularly.

5.2 Contacting Staff

For general administrative queries you should contact the Management Discipline administrator. For queries on specific modules, you should contact the module coordinator or lecturer for the specific module.

Cathy Melia
Discipline Administrator
091 493771
management@universityofgalway.ie

Dr Vanessa Bretas
Academic Programme Director
091 492763
vanessa.bretas@universityofgalway.ie

5.3 Student Registry Helpdesk

The [Student Registry Helpdesk](#) is a service for Students & Graduates wishing to access the following services in University of Galway: Admissions, Registration, Exams and Conferring.

Email: askregistry@universityofgalway.ie

6. Navigating the campus

To get the official campus map, visit <https://www.universityofgalway.ie/buildings/maps/>

The latest version of the [University of Galway App](#) for smartphones and tablets was designed to make your daily life on campus a whole lot easier.

7. Academic Integrity

Academic integrity is not just about avoiding plagiarism, it is about being truthful and ethical in the ways in which you use information in your writing and research throughout your course at the University of Galway. Academic integrity is "a commitment to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage" and is essential in achieving a responsible learning and research environment (ICAI, 2021, p. 4).

You should be aware of the University's [Academic Integrity Policy](#) which describes academic misconduct and the associated consequences. More information and guidance on Academic Integrity is available on the [University's Academic Integrity page](#).

7.1 What is Plagiarism?

Plagiarism is the act of copying, including or directly quoting from, the work of another without adequate acknowledgement. The submission of plagiarised materials for assessment purposes is fraudulent and all suspected cases will be investigated and dealt with appropriately by the University following the procedures outlined here and with reference to the Disciplinary Code.

All work submitted by students for assessment purposes is accepted on the understanding that it is their own work and written in their own words except where explicitly referenced using the accepted norms and formats of the appropriate academic discipline.

Whilst some cases of plagiarism can arise through poor academic practice with no deliberate intent to cheat, this still constitutes a breach of acceptable practice and requires appropriate investigation and action.

Intentional plagiarism is the clear intent to pass off another person's work or ideas as your own for your own gain. *Unintentional plagiarism* may occur if you do not understand the appropriate way to acknowledge the source of ideas and information incorporated into your work. If you are unsure of the acceptable methods of acknowledgment, you should consult with your lecturer or the library staff. Proven plagiarism is a very serious matter which may result in severe disciplinary action and/or exclusion from the University.

7.2 Code of Practice for Dealing with Plagiarism

A member of teaching staff who suspects that a submitted piece of student work may be plagiarised (intentional and/or unintentional) notifies the plagiarism adviser at the J.E. Cairnes School of Business & Economics. A short report including a copy of the suspected example and any evidence for plagiarism is forwarded to the plagiarism adviser. The plagiarism adviser conducts an investigation of the alleged plagiarism, firstly determining whether it represents a "minor" or "major" offence. Depending on the severity of the case, penalties may be applied.

It is a policy of the Management Discipline for all students to submit their written assignments through Turnitin (where appropriate), which is a plagiarism detecting software. More information and guidance will be provided with respect to plagiarism in class as part of your Programme.

IMPORTANT: Please note, in some cases, the application of penalties can result in the student being in a position where they cannot successfully complete the MSc IM Programme.

7.3 Citation and Referencing

You must cite and reference other's work and ideas if you are using it in your work. Each discipline has its own method of referencing. The Management Discipline typically uses the Harvard Style Referencing System. The Harvard Style Referencing System is known as the 'author-date' system and information on Harvard Style Referencing (among other citation styles) can be found using the following [link](#) to University of Galway library.

8. Management Discipline Policy on Group Work

As part of some modules on your Programme, you will be required to work in a group for module assessments. Employers have reported that being an effective and efficient team-player is an essential

skill in the workplace and as a result group or team-based work is a major component of the master's programme.

The Management Discipline has developed a policy to improve the experience and outcomes for students with respect to working in teams on the MSc International Management Programme. This policy will help you develop skills to work effectively as part of a team.

The policy document is included in **Appendix 2** of this Programme Handbook, and you should read it carefully.

To summarise this policy: It is mandatory for every team member to actively participate in, contribute to and engage in their assigned group. Your participation in a group will be subject to peer-review and this will be conducted using the online application, Teammates. You may incur a deduction in your marks for a particular assignment if you are found not to have fully contributed to your group in undertaking this assignment.

9. Procedure for Complaints

Complaints about a particular module should, in the first instance, be discussed with the module coordinator/lecturer responsible for the module. In the event of unsatisfactory resolution, you should speak with the Programme Director. Class representatives will be elected by the students, and you can also communicate to Faculty via the class representatives.

9.1 Appeal Policy

Appeals in relation to examination results are governed by the Examinations Office and the following procedures apply. The student should contact the School Office and will be asked if they are requesting a *check* or an *appeal*.

A *check* is to ensure that all parts of the examination have been marked and that no errors occurred in the recording, collating or combining of marks which determined the result.

An *appeal* is based on three grounds: evidence of substantive irregularity in the conduct of the examination; the mark awarded was incorrect or inappropriate; or there are circumstances which the Examinations Board was not aware of when its decision was taken.

Details of the appeals process can be obtained [here](#)

9.2 Deferral Policy

Sometimes circumstances arise and a student wishes to apply to defer some of his/her assessments and/or formal examinations during the academic year. If such circumstances arise, we recommend that you speak with the Programme Director for more guidance. More information on deferrals is provided [here](#).

10. University Resources, Services and Supports

These are a few of the resources that are available to help you with your academic challenges! Please check the relevant websites as details provided below may change over the course of the year.

10.1 Library

James Hardiman Library opening hours are available [here](#). Study spaces must be reserved in advance via [booking system](#).

Students who are unfamiliar with the library should attend the library tour. These are conducted often during the first weeks of the first term. You can sign up for a tour at the information desk in the front of the library.

There are specialised workshops and training sessions available to students. You can sign up for these on-line [here](#).

10.2 Academic Writing Centre (AWC)

The Academic Writing Centre ([AWC](#)) provides one-on-one tutorials, workshops, and email consultations on essay writing. These are free and available to all students, regardless of experience or grade average.

You can stop in their drop-in writing 'clinic', request a one-to-one appointment to talk to an AWC tutor, attend group workshops and/or enroll for an online course. The AWC is located on Floor 2, in the James Hardiman Library.

10.3 Computer Facilities & ISS

There is computer suite for Management master students located in the Cairnes Building. There are many wireless hotspots throughout the Cairnes Building and on campus. The locations can be found on the [website](#).

The Information Solutions and Services (ISS) Department provides a comprehensive range of IT services for students at the University of Galway. The website provides information on how to access /use these services.

If you do not find what you are looking for on the website, you can 'log a call' using your University of Galway student ID.

The [Library and IT Service Desk](#) is located in the foyer of the James Hardiman library provides a face to face contact point for students with regard to Library and IT services. ISS work with the Service Desk to resolve issues for students.

10.4 Student Counselling Service

If you are feeling under pressure in your personal and academic life, and you want to talk to someone who is not involved with this programme, consider the Student Counselling Service.

For appointments and enquiries, email counselling@universityofgalway.ie (please use your University of Galway email) or phone 091 492484

You can also find other forms of support in the [Resources](#) pages or join [Togetherall](#), a safe, free, moderated and anonymous online community for mental health support available to all students 24/7.

More information can be found [here](#).

10.5 Accommodation

To find information about accommodation in Galway and options that are available for students throughout Galway City and its environs, contact the University of Galway [Accommodation Office](#).

10.6 Disability Support Service/Access Centre

Disability support is available to University of Galway students who need supports or reasonable accommodations due to the impact of a disability, ongoing physical or mental health condition, or a specific learning difficulty. These supports are provided through the [Disability Support Service](#) (DSS).

You can find more information about the Supports available for students, including exam supports, assistive technology and more, [here](#).

10.7 Sports and Recreation Unit

University of Galway recognises the relationship between academic performance, health and wellbeing and in support of this the [Sport and Recreation Unit](#) has a mission to promote participation in sport and physical activities by all students and staff and to support higher standards of performance in sport and physical activity for elite sports individuals and teams within University of Galway.

10.8 Health Unit

The Student Health Unit provides on-campus medical care to full-time registered students in a confidential, professional and courteous manner.

Details on the wide range of services available to full-time students of University of Galway can be accessed [here](#).

The Student Health Unit will operate on a strict 'BY PRIOR APPOINTMENT ONLY' basis. You can book an appointment online [here](#).

10.9 Safe Campus

University of Galway has an initiative on campus [#SafeCampus](#). It is a new initiative that will pull together and centralise Events, Policies, Programmes and Advice on keeping safe while at university.

SafeZone is a free-to-download and easy-to-use app.

Visit [Google Play](#) or the [App Store](#) and search 'SafeZone' to download.

You can use SafeZone to:

- 'Check in' any time of day – to keep you safe on campus, such as if you're studying or working late or alone on campus
- Quickly and discreetly call for assistance – whenever you feel unsafe on campus
- Get medical assistance quickly – whether it's for first aid, an accident or in an emergency
- Keep up to date – notifications sent directly to your phone if there is an incident on campus
- See it, Say it! – Log relevant non-urgent issues with Security through the tip reporting feature

For more information and FAQs, click [Safezone](#)

10.10 Career Development Centre

Career Development Centre offers practical assistance about career options, further study, internships, opportunities abroad and much more. There are CV and LinkedIn clinics. Their [website](#) provides information about interview questions, recruitment agencies, assessment centres, psychometric testing and much more.

11. Other University Opportunities

Clubs, societies and volunteer opportunities can help to keep you socially active while you study. They also can make your CV more interesting!

11.1 Societies

There are over 125 societies with something for everyone – see the list [here](#). As part of a [society](#), you can learn new skills, explore your interests, create a community of friends with similar interests and goals and of course have great fun.

11.2 Volunteering

StudentVolunteer.ie fosters community university partnerships that aim to promote the principles and practices of civic engagement and democracy. It enables students to have the opportunity to: enrich your personal development and employability skills, have a fun experience, meet new people, and give back to your community. Find more information [here](#).

Appendix 1: Summary of Modules

Module Code & Title		Brief Description	ECTS	Semester	Option or Core	Continuous Assessment (Group, Individual or Both) or Exam	Module Co-ordinator (CO) & Lecturers
MG5141	Critical Thinking & Analytical Skills	This module focuses on the evaluation of evidence. It provides students with an understanding of the limitations of research methods and of the biases that methods and /or researchers introduce. In building critical thinking competencies students will be encouraged to reflect on their own assumptions and beliefs in order to recognise those implicit in business practices which may be contributing to organisational issues. There will be an underlying fair theme to this module to nurture an ethical approach to research recognising the need for diversity in input and outputs of the process. This will also require a commitment from students to consider the effects of research conclusions using anticipatory thinking. Students will be guided in strengthening their academic writing skills to effectively communicate, not only business recommendations, but also how these recommendations were determined.	5	1	Core	CA	Dr Lilia Wasserka-Zhurakhovska
MK5117	Services Marketing	Services Marketing is intended to provide students with specific tools and frameworks to enable you to analyse services marketing situation and make recommendations for managerial action. These tools and frameworks include performance measurement systems, service blue-printing, servicescapes, service pricing, customer relationships and roles, human resource strategies for delivering customer-focused services, and managing customer expectations.	5	1	Option		TBC

		This course emphasizes active learning and will include not only lecture, but also student participation in discussion and class exercises.					
MG5156	Global Trends and International Management Behaviour	The overall aim of this module is to help prepare students to become global leaders and global citizens by developing a global mindset. Students will have the opportunity to reflect and develop perspectives on global trends and contemporary issues in international business/management, as well as assess how leaders are responding to or should respond to international contemporary issues. Students will engage with practical and meaningful international management/business related cases and challenges. There are no right answers to obtain and wrong answers to avoid in this module. Instead through this module, students will develop their own critical thinking, evaluative, problem solving and analytical skills.	5	1	Core	CA	Dr Majella Giblin
MG5114	International Entrepreneurship	Many business ventures internationalise to capture global opportunities. This module covers the development of ventures that pursue internationalisation from start-up (born globals) and once they have become established in local markets. It focuses on the specific challenges and opportunities that these two modes of international expansion entail for young ventures and how leaders can effectively address them. It is the aim of this module to equip student with the necessary knowledge to lead and work with entrepreneurial ventures in their internationalisation efforts, and also to craft born global ventures.	10	1	Core		Dr Majella Giblin and Dr Raja Singaram

		Following the introductory session, it will be taught in two blocks as a series of mini lectures followed by interactive workshops in which groups will present and get feedback from their peers, guest experts and the module coordinator on a live venture internationalisation consulting project in the first block and a born global venture challenge in the second block.					
MG5139	Global Strategy	Through the combination of lectures, case studies and company engagement, this module develops your ability to formulate and critically evaluate strategies of internationally operating organisations for their sustained success. We will examine the internal and external challenges and opportunities of internationally operating organisations and how these can be addressed or capitalised upon to create and capture value across national borders. We will adopt the perspective of headquarters and subsidiaries to achieve a holistic view of managing multinational enterprises. The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful global strategic management.	5	1	Core	CA Team & Individual	Dr Vanessa Bretas

AY590	International Corporate Finance	The objectives of this module are to facilitate students in developing and applying a comprehensive understanding of the role of corporate finance in investment and financing decision-making, especially the analysis of complex structured and unstructured decision situations in a strategic context. The module explores the role of finance theory and corporate finance tools and techniques in supporting the strategic capital investment and financing decision-making processes in an organization.	5	1	Option	CA Team & Individual	Dr. John Nolan
MG5113	Business & Society	This module provides a comprehensive overview of the intersection between business and society, including the challenges facing organisations as they pursue global business activities. Ethics in business has grown to be of increasing importance in the world of today, as companies have been placed in the moral spotlight by shareholders, consumers, employees and governments. The growing complexities of the global economy demand a broader and a deeper view of the interaction between business and society than that offered by current management approaches that focus on reforming corporate behaviour. This module places business ethics in a richer contextual setting, focusing on the challenges that businesses must now confront, and exploring how these issues can be met by a rethinking of business models, goals and strategies. The course enables students to engage with contemporary social issues related to global business and gain an appreciation of these issues from the perspective of managers, government, citizens and consumers. The module incorporates academic, professional and industry input.	5	2	Option		Dr Aine Ni Leime

MG5133	Digital Business & People Analytics	This module provides a grounding in the basic principles of people analytics and as people Analytics is not confined to the HR department, this module aims to develop the awareness, skills and knowledge required to understand people analytics as a mental framework, linking human resource decisions to business outcomes and organisational performance.	10	2	Option	CA Team & Individual	Ms Shona Lenihan
MG5138	Leading Change & Business Transformation	Organisational change is a constant reality in many organisations, which can be driven by customers, markets, and technology. Focusing on an organisational level and on large-scale business transformation, this module addresses the role of leadership in driving change and achieving sustainable business transformation. Taking a systems thinking perspective helps us take a more holistic approach to change by looking at the interaction of processes and people together and being aware of the impact of change and the trade-offs involved in decision making. However, we also need to understand the psychology of change in terms of mental models around organisational culture that guide employee attitudes to change. This module will also focus on understanding the levers of change in order for people to successfully transition to sustainable change.	5	2	Option	CA	Dr Fiona Sheridan

MG5142	International Human Resource Management	The purpose of the International Human Resource Management (IHRM) module is to encourage students to critically develop their knowledge and expertise across a range of specialist themes in IHRM. Within the context of IHRM we consider global workforce staffing while developing an awareness of the skills and knowledge required by managers in seeking to work abroad as international executives. The meaning of culture is explored by mapping a range of national culture models to the practice of IHRM and taking an institutional lens, we differentiate and highlight the role that organisational culture plays in global staffing. The latest concepts and models will be examined and new developments in the global business environment will be considered in relation to the implications for International HRM policy and practice. Drawing from current research and case studies this module aims to provide a stimulating learning experience while bridging the gap between research and practice.	5	2	Core	CA Team & Individual	TBC
MG5129	International Supply Chain Management	International Supply Chain Management involves the integration of key business processes from original suppliers to end customer, providing products, services, and information that add value for all stakeholders. It has become one of the top priorities on the strategic agenda of multinational enterprises. This module has been designed to provide students with a solid grounding in the core concepts of supply chain management. We address the design and structure of the interrelated elements of a mapped international supply chain. We delineate between upstream and downstream supply chain activities and discuss risk and risk management throughout the process. Finally, we recognise the impact of supply chain activity on the wider community. Learning outcomes are achieved by in class lectures, discussions, guest talks and a number of applied activities.	5	2	Core	CA Team & Individual	Dr James Zhang

MG5130	Project Management	Projects are an important means by which organisations “get things done” and achieve their objectives. Also, good project management methods and techniques are critical to deliver results that are on time and within budget. This module covers project management methods and techniques for successful project delivery. It delves into the planning, budgeting, quality, leadership and risk management of projects in different organisational settings. The pedagogy and learning outcomes of this module are designed to equip students with the fundamental skills and concepts required for successful project management.	5	2	Option		Dr Sinead Mitchell
MK5116	Negotiation	Negotiation is a dialogue to discover common ground among parties with differing aims, needs and perspectives in order to achieve a solution.	5	2	Option		Dr Ann Torres
MG5134	International Seminar week **	This module is designed to sensitise students to business cultures (this aligns with the applicable destination each AY). It gives students the ability to understand the destination business context in terms of international business and how to manage effectively in this. This module will facilitate students in adapting to different cultural environments and to manage effectively in an intercultural European as well as global context. **Please note that this module is subject to a student contribution of €1,000 must be paid by the end of April 2026. It is the responsibility of each student to apply for their own travel visa and each student must have Health Insurance for the period of the visit.	10	2	Core	CA Individual	Dr Vanessa Bretas and Dr Yixin Qiu

MG5135	International Consulting Project	The objective of the International Consulting Report is to equip you with the opportunity to investigate and diagnose 'live' international business and management issues, to review and draw on best practice/academic literature, to further explore the issues, to collect and analyse relevant research data, derive logical conclusions and make recommendations. You will act as a mini subject matter expert in the area of the project.	20	2	Core	CA Team & Individual	Dr Josephine Igoe
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Please note: Full module outlines will be provided by the respective module coordinators listed above. While the information provided above is accurate at the time of writing this document; there may be some amendments made by lecturers adjusting module content.

Appendix 2: Management Discipline Policy on Postgraduate Group Work and Peer Assessment

Policy on Postgraduate Group Work and Peer Assessment

The Discipline of Management has developed a policy to improve the experience and outcomes for students with respect to working in teams on the MSc IM, HRM and SIPM programmes. Employers have reported that being an effective and efficient team-player is an essential skill in the workplace and as a result group or team-based work will be a major component of the Masters programme. This policy will help students develop skills to work effectively as part of a team.

The following points comprise the Management Discipline's policy with regards to the organisation and assessment of group work as part of the MSc programme:

- For group work that forms part of module assessment, the lecturer will select the members of the group (unless otherwise is agreed with the Programme Director)
 - It is mandatory for every team member to **actively participate** in, **contribute to** and **engage** in their assigned group.
 - A training session will be provided in the introductory weeks of your Master's programme to help develop your team-based skills. This session will include tips and techniques for working in groups that you can apply to any group-work. You are required to attend this mandatory training session.
 - Your participation in a group will be subject to peer-review and this will be conducted using the online application, *Teammates*. Training will be provided on the *Teammates* application during your Master's programme. You are required to attend this mandatory training.
 - For each group project as part of your Master's programme, you must complete an online evaluation form using *Teammates*; failure to do so will result in a zero grade for you with respect to that group assignment.
 - Data recorded in *Teammates* regarding your participation in your group will form part of your overall assessment. This will impact your final result.
 - The data recorded in *Teammates* will include the following:
 1. A rating of your overall estimated contribution to the group (rated by you and your peers in your group)
 2. Feedback to team-mates
 - The rating given of estimated contribution must be based on your assessment of the following:
 1. Has the student attended group meetings?
 2. Has the student notified a group member if they would not be able to attend a meeting?
 3. Has the student listened to other group member's ideas respectfully and given due consideration?
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4. Has the student attempted to make contributions in group meetings?

5. Has the student cooperated with the group effort?

- A lecturer and/or Programme Director may ask for evidence (or explanation) from a student if they have rated a team member negatively with respect to estimated contribution, which will be related to the questions above.
- Ratings and feedback to individual team-mates will be anonymous. However, the lecturer will view all data and can identify the team-mate inputting the data. Therefore, your comments must be **constructive and professional**.
- At least two members of a team must rate another team member negatively with respect to estimated contribution before any deduction of a mark is made.
- In calculating your final mark for a group assignment; up to 30 percentage points can be deducted from the mark allocated by the lecturer to the group assignment depending on your individual contribution to the group from the peer-review. The specific deduction to be applied - if any - is determined by peer-assessment using the *Teammates* application. In **exceptional circumstances** and in consultation with the Programme Director, the lecturer may **significantly increase or decrease** the deduction.