



OLLSCOIL NA GAILLIMHE
UNIVERSITY OF GALWAY

Marketing
J. E. Cairnes School of Business & Economics
University of Galway

MSc MARKETING MANAGEMENT



Programme Handbook 2025/2026

Welcome

Welcome to the University of Galway! On behalf of the Discipline of Marketing, I am both happy and honoured to welcome you to the MSc Marketing Management Programme and our academic community. We are very much looking forward to sharing this new and exciting phase of your life with you.

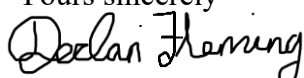
The Discipline of Marketing at the University of Galway was established in 1980 and is one of five core Disciplines in the J.E. School of Business and Economics. The School has a large suite of Undergraduate and Postgraduate Programmes spread across areas such as Marketing, Accountancy & Finance, Economics, Management and Business Information Systems. Our School Mission is to deliver a high-impact scholarly environment in which students become well-rounded and employable business graduates, and in which its faculty contribute to society, industry and academia through quality engagement and research.

The ethos of the Marketing Discipline has always been to combine a thorough grounding in Marketing as an academic subject, with a practical focus on preparing for careers in the field. Students learn about Marketing and are also trained in the important core competencies for business. The Discipline enjoys close links with the business community and has an excellent reputation for industry engagement that has developed over many years through strong relationships with leading marketing institutions, organisations and agencies.

This MSc Marketing Management is a full-time postgraduate programme that has been uniquely designed as a specialist programme, enabling students to blend traditional marketing knowledge with the strategic and analytical skills needed to enter the marketing workforce. We have an exciting programme of study planned for you this year. The programme comprises of twelve modules across Semesters 1 and 2, and includes a Marketing Event in May 2026 and Applied Marketing Project. Supplementing the formal curriculum are frequent opportunities to hear distinguished visiting academic and industry speakers as well as former alumni of the Marketing Programmes.

The contents of this handbook provide you with key information about your course of study in Marketing Management and offer guidance on the resources available to enable you to engage fully and effectively as a student. While every effort has been made to ensure that the contents of this Handbook are accurate, this Handbook is issued for the guidance of students only. The Discipline of Marketing is strongly committed to supporting your success as a student and we are thrilled to facilitate your exciting educational journey here at the University of Galway. We hope that your time here will be most productive and enjoyable.

Yours sincerely



Dr. Declan Fleming, Academic Director

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Please note that changes and amendments to the content of this programme handbook may be required throughout the academic year. The handbook is intended as indicative programme content for the academic year 2025/2026.

SCHOOL MISSION

Energised by our regional edge on the West Coast of Ireland, we are a globally engaged School of Business and Economics for the public good that makes a transformative impact on students, society and business.

PROGRAMME OBJECTIVES

The programme aims to:

- Further develop the students' knowledge and critical understanding of marketing to an advanced level.
- Cultivate a comprehensive range of applied and analytical skills in marketing, with a strong emphasis on strategic decision making.
- Expose students to the latest cutting-edge ideas, techniques, and marketing frameworks through the analysis of industry best practice.
- Foster an appreciation of the significant changes and challenges occurring in increasingly competitive marketplaces.
- Develop students' competencies and confidence through professional training in business and marketing skills, including oral and written presentation skills.
- Provide training in the methods and practice of accepted research methodologies.
- Allow students to develop and expand their personal confidence.

PROGRAMME STRUCTURE

The programme is offered on a full-time basis over one academic year commencing Monday, 8th September, 2025.

The MSc Marketing Management conforms fully with the European Credit Transfer System (ECTS) and consists of 90 ECTS. Students are required to take subjects in each semester totalling 70 ECTS, as well as a Marketing Event and Applied Project (20 ECTS).

Semester 1 Courses

Strategic Marketing
Research Methods
Services Marketing
Social Media Marketing Theory
Marketing Performance & Productivity
Consumption & Society

Semester 2 Courses

Cases in Marketing Management & Strategy
Negotiations
Partnership Marketing
Digital Sales Management
Marketing Analytics
Strategic Brand Management

Work on the Marketing Event & Applied Project can commence in Semester 2. Submission date for the Applied Project is July, 2026 (exact date(s) to be confirmed).

POSTGRADUATE SKILLS DEVELOPMENT

Students in general need support, particularly ahead of an intensive Master's Programme, in study and research techniques appropriate to such a programme. Completing this will be an obligatory but non-examinable component of the programme. It will cover topics such as critical thinking as well as how to summarise, file, store and reference readings, effective note taking, key writing and presentation skills, time and project management, and study revision skills. Please note that the Careers Office also organise useful workshops on career development, presentation skills, CV preparation and we would encourage you to attend these workshops.

Students will be kept informed of all workshops/events throughout the year via Canvas.

ORIENTATION SESSION

On Monday, 8th September, 2025 an Introductory Session to the Discipline and Programme will be held at 9.00 a.m. in MY243 (Áras Moyola Building opposite the Cairnes Building). **Attendance is mandatory.**

SUPPORT FACILITIES

INFORMATION SOLUTIONS & SERVICES (ISS)

Information Solutions & Services, located inside the main door of the Library, provide technical support for students. The Service Desk contact information is by email at servicedesk@universityofgalway.ie or telephone 091495777. Please check the ISS website for updates: <https://www.universityofgalway.ie/information-solutions-and-services/>

LIBRARY FACILITIES

Library: Find your way and find out about what Library services you can avail of by taking the 360 Library tour and navigate your way around the Library (<https://library.universityofgalway.ie/>). Each section includes a description of services available and allows you to become familiar with the Library before you visit us.

Please check the Library website for open hours at the following link: [Opening Hours - University of Galway Library](#)

Students can book training through the library at: [Workshops & Events - Bookings - University of Galway Library \(libcal.com\)](#)

CANVAS

Canvas is a Virtual Learning Environment (VLE). A VLE is a web-based application designed to facilitate lecturers in the management of modules for their students, especially by helping lecturers and learners with course administration. A VLE is used to supplement face-to-face lectures and tutorials.

Canvas is the VLE in use at University of Galway. It allows students to download lecture notes, reading lists, assessment information and other course-related material from their Canvas sites.

It also contains functions that enable students to interact via class announcements, email, discussion boards.

Canvas Information: <https://www.universityofgalway.ie/information-solutions-services/services-for-students/canvas/students/>

ONLINE LEARNING RESOURCES

Useful Online Learning Resources:

THE CAREER DEVELOPMENT CENTRE (CDC)

The Career Development Centre (CDC) aim to provide students of the University of Galway with a quality career guidance and information service focused on facilitating and empowering you to manage your own career development and make effective career transitions. Support is provided on Employability, Guidance and Opportunities. Events are held each semester with many graduate employers on campus. Students and recent graduates can use Careers Connect to view events, job / internship / funding opportunities and students can also use it to book an appointment with a member of the CDC team. Please check <https://www.universityofgalway.ie/career-development-centre/> for opening times and contact details.

ACADEMIC SKILLS HUB

The Academic Skills Hub aims to support all University of Galway students to develop the key skills required for academic success. The Academic Skills Hub provides introductions to, advice and resources on key academic skills, such as those outlined below:

- Getting organised,
- IT and digital skills,
- Reading and research skills,
- Communication skills,
- Critical Thinking,
- Maths,
- Academic Writing, and
- Assignment and Exams.

Links to a range of **additional sources of support** for students, including Library resources and academic skills workshops through the Academic Skills Hub can be accessed here: <https://www.universityofgalway.ie/academic-skills/>.

THE MAKERSPACE

The MakerSpace is a space where students can be creative, collaborate, share develop ideas, innovate, and generally just 'make stuff'. The space is available for staff and students to use at any time while the library is open ([Opening Hours - University of Galway Library](#)) You can book equipment such as drones, VR headsets and tripods, for up to one week, in advance or just drop in. Adobe CC can also be used on the PCs and Macs in the MakerSpace.

Ideas Lab

IdeasLab is University of Galway's student innovation hub. We fuel student creativity, ideas and innovation. If you want to meet new people, develop lifelong skills, work to solve global challenges or set up a new business, IdeasLab is the place to start. For more information, see: [IdeasLab - University of Galway](#)

STUDENT REGISTRY HELPDESK

The Student Information Desk (SID) (<https://www.universityofgalway.ie/student-registry-helpdesk/>) is located on the Ground Floor in Aras Ui Chathail on the main campus. Services offered include Exams, Registration, ID Cards, Change of details, Validation & Stamping of Forms, Lost & Found, etc. Email: askregistry@universityofgalway.ie or telephone (091) 495999. Please check the website for opening times and updates prior to visiting SID.

STUDENT SUPPORT

Details for student support for all students, including Student Health Unit, Career Guidance, Counselling International Office, Financial Matters, disability are available on <https://www.universityofgalway.ie/student-life/student-support/>

SAFE CAMPUS

University of Galway has an initiative on campus **#SafeCampus**. It is a new initiative that pulls together and centralises 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.

More information is available at:

<https://www.universityofgalway.ie/safecampus/>

INFORMATION ON ADDITIONAL FACILITIES AVAILABLE TO STUDENTS

Please consult <https://www.universityofgalway.ie/students/> for all information relating to:

Academic Information, e.g. dates of term, code of conduct, exams, registration, plagiarism, etc.

Facilities, e.g. Canvas, Computers including User Support, Email, Gym, Library, Parking, PC Suites, Restaurants, Sports Clubs etc.

Support Services, e.g. career development, counsellors, disability office, student contact centre, student health centre, student volunteering, etc.

PARKING AND BICYCLES

It is essential that you get a temporary parking permit or permanent student permit (Valid from the 1st of September 2025 until the 31st August 2026) before you park in the university grounds. Without the permit you will be clamped and issued a parking fine. The clamping company makes no exceptions. There is a Park and Ride facility from Dangan Car Park. You will find all details on parking in the University on this link <https://www.universityofgalway.ie/buildings/service-helpdesk/parking-get-to-around/>.

Bicycle racks are located at the back of the Cairnes Building. The secure bicycle compound (see the Cycling Map for location) [University-of-Galway-Campus_A4-Map.pdf \(universityofgalway.ie\)](#) is located to the west of the Arts Science Building. Anyone with a valid in date student / staff University ID card can access the compound. You must also swipe out. As part of ongoing improvements to cycle facilities additional covered bicycle racks have been installed in several places around campus.

POLICY STATEMENTS & REQUIREMENTS

STUDENT CODE OF CONDUCT

The University of Galway Student Code of Conduct offers guidelines as to the norms of behaviour that accord with the obligations of students. More specific guidance as to the Universities requirements of students are from time to time set out in other student policies, which are available on the University's web site: [QA-616-University-of-Galway-Student-Code-of-Conduct-\(Oct-2022\).pdf \(universityofgalway.ie\)](https://www.universityofgalway.ie/qa-616-university-of-galway-student-code-of-conduct-(oct-2022).pdf).

ATTENDANCE REQUIREMENT

The MSc Marketing Management is a full-time programme of study beginning 8th September, 2025, and spanning one calendar year, 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. Students are required to attend all lectures, seminars, and course events. In the exceptional circumstance where a student is unable to attend college for periods during term, this must be approved through the School Office and the Programme Director must be kept informed.

LATE SUBMISSION OF COURSEWORK POLICY

You are expected to submit your work by the deadline set by the lecturer for each assignment. You may only be granted an extension in very exceptional special circumstances. If you do not submit your work on time, you will be subject to a penalty. Your work will first be marked without penalty and a penalty will then be applied.

PLAGIARISM POLICY (ADAPTED FROM THE UNIVERSITY OF GALWAY PLAGIARISM CODE OF PRACTICE)

1. 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.
2. 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.
3. 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.
 - a. Intentional plagiarism is the clear intent to pass off another person's work or ideas as your own for your own gain.
 - b. Unintentional plagiarism may occur if you do not understand the appropriate way to acknowledge the source of your ideas and information. 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.

4. Cases in which students knowingly permit others to copy their work shall also be subject to the procedures outlined here and considered an offence.
5. A member of teaching staff who suspects that a submitted piece of student work may be plagiarised should notify the appropriate plagiarism adviser in their faculty/cognate area. A short report including a copy of the suspected example and any evidence for plagiarism should be forwarded to the adviser.
6. The plagiarism adviser shall conduct an investigation of the alleged plagiarism, firstly determining whether it represents a “minor” or “major” offence.
7. All cases of plagiarism are an offence and students should familiarise themselves with the University of Galway code of practice on plagiarism available at:
<https://libguides.library.universityofgalway.ie/Plagiarism>

COMPLAINTS & APPEALS POLICY

Issues about a particular course should, in all instances, be first fully discussed with the course lecturer responsible for that course.

Appeals in relation to examination results are governed by the Examinations Office and information on Appeals Procedure is available at: [Appeals - University of Galway](#)

DATES OF TERM

First Semester:

Teaching begins:	Monday, 8 th September, 2025.
Teaching ends:	Friday, 28 th November, 2025.
Study week:	Monday, 1 st December, 2025.
Examinations begin:	Monday, 8 th December, 2025.
Christmas holidays:	Friday, 19 th December, 2025.

Second Semester:

Teaching begins:	Monday, 12 th January, 2026.
Teaching ends:	Thursday, 2 nd April, 2026.
Easter break:	Friday, 3 rd April – Monday, 6 th April, 2026.
Field trips:	Tuesday, 7 th April – Friday 10 th April, 2026.
Study week:	Monday 13 th April- Friday 17 th April 2026.
Examinations begin:	Tuesday, 21 st April, 2026.
Examinations end:	Friday, 8 th May, 2026.
Marketing event:	May, 2026 (exact date(s) to be confirmed *)

*Do NOT make any arrangements that conflict with attendance and participation at the Marketing Event and Applied Project briefing (which happens at the end of Marketing Event).

TIMETABLES (SEMESTER 1)

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9.00 – 11.00 a.m.	Consumption & Society (MK5146) (Sheila Malone) <i>Weeks 6, 7, 9, 10, 11, 12</i> [ENG G047]	Research Methods (MK563) (Sinead Duane) [D'arcy Thompson]	Services Marketing (MK5117) (Sheila Malone) [ENG-G017 LT 2]	Strategic Marketing (MK5138) (Declan Fleming) [CA116a]	
11.00 a.m. – 1.00 p.m.		Social Media Marketing Theory (MK5139) (Ann Torres) [CSB-1005]		Strategic Marketing (MK5138) (Declan Fleming) [Fottrell Theatre-AMB 1022]	
1.00 – 2.00 p.m.	Consumption & Society (MK5146) (Sheila Malone) <i>Weeks 6, 7, 9, 10, 11, 12</i> [CA111]				
2.00- 3.00p.m.	Consumption & Society (MK5146) (Sheila Malone) <i>Weeks 6, 7, 9, 10, 11, 12</i> [CA111]	Marketing Performance & Productivity (MK5133) (Michal Folwarczny) (SC005 Tyndall Theatre) (2-3p.m.)			
5.00 – 6.00 p.m.		Marketing Performance & Productivity (MK5133) (Michal Folwarczny) (AMB 1023 O'Tnuathail Theatre)			

CA = Cairnes Building; ENG = Engineering; AC = Concourse & Fottrell Theatre is on the Concourse.

***Mandatory citing and referencing skills workshops have been scheduled for all MSc Digital Marketing students on Mondays, 1- 3 pm in CA111 with Dr. Ann Torres [Weeks 1, 2, 3, 4 & 5].**

Please Note: This timetable is for Semester 1 2025/2026 and is valid as of 8th September 2025. Semester 2 timetables are being finalised and will be distributed later in the semester. Occasional changes to the timetable may occur throughout the academic year and students will be advised in advance of any such changes. We will endeavour not to make major changes if possible.

Please also note that while you have no regular scheduled classes on Fridays, this is a full-time postgraduate taught programme and you may, as required, have additional classes, workshops and/or guest speakers, etc. scheduled on those day(s).

See Campus Map for Directions: [University-of-Galway-Campus_A4-Map.pdf](#)
(universityofgalway.ie)

MARKETING DISCIPLINE NORMS

GRADUATE ATTRIBUTES STATEMENT

J.E. Cairnes School of Business & Economics

The attributes which a successful, fully engaged student can develop while studying at the J.E. Cairnes School of Business & Economics, University of Galway, include:

- Knowledge
 - Academic achievement and expertise.
 - Ability to solve new challenges and problems.
- Skills
 - Able to make sense of complex information from a variety of sources.
 - Apply effective decision making to global business problems.
 - Identify, analyse and solve applied problems in individual and team-based settings.
 - Develop communication skills in a variety of contexts, styles and media
 - Foster teamwork, collaboration and effective leadership.
 - Be creative, enterprising and resourceful.
- Disposition
 - Personal responsibility and a commitment to lifelong learning.
 - Valuing of ethical and professional standards, integrity, responsibility and good citizenship.
 - Appreciation of the importance of place, identity and culture in a global context.

Discipline of Marketing - Grade Descriptors for MSc Programmes

Percentage	Translation
90 - 100%	Exceptional
80 - 89%	Exemplary
70 - 79%	Excellent
60 - 69%	Very good
50 - 59%	Good
40 – 49%	Acceptable
35 – 39%	Fail
<35%	Fail

First Class Honours 90-100%

Exceptional work, engaging profoundly, systematically and comprehensively with the assessment brief, brilliantly demonstrating

- an exceptional master of the subject, demonstrating the competencies and learning outcomes expected by that subject at the highest level
- an exceptional ability to organise, analyse and express ideas and arguments in an original, sophisticated and discriminating manner using a range of formats
- an exceptional capacity for critical thinking/analysis, where appropriate to the subject
- the display of penetrative insight, originality and creativity.

First Class Honours 80-89%

Exemplary work engaging deeply and systematically with the assessment brief, with consistently impressive demonstration of

- a comprehensive mastery of the subject, demonstrating the competencies and learning outcomes expected by that subject
- reflecting deep and broad knowledge and critical insight as well as extensive reading/research
- an exceptional ability to organise, analyse and present arguments fluently and lucidly with a high level of critical analysis using a range of formats
- a highly developed capacity for original, creative, logical and/or critical thinking.

First Class Honours 70-79%

Excellent work engaging closely and systematically with the assessment brief, with consistently strong evidence of

- a comprehensive mastery of the subject matter or required competencies and learning outcomes expected by that subject
- excellent ability to organise, analyse and express arguments fluently and lucidly with a high level of critical analysis using a range of formats
- a highly developed capacity for original, creative, logical and/or critical thinking.

Second Class Honours 60-69%

Very Good work, engaging substantially with the assessment brief, demonstrating a strong grasp of the subject matter or required competencies, well supported by evidence and relevant citation (where appropriate)

- 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%

Good work providing a competent response to the assessment brief (i.e. factually sound) with evidence of a reasonable familiarity with the relevant literature and techniques

- acceptable grasp of the subject material or required competencies
- ideas stated rather than developed and not fully supported by evidence and relevant citation (where appropriate)
- 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
- limited critical awareness and analytical qualities
- limited evidence of capacity for original and logical thinking

Pass 40-49%

Acceptable work providing an adequate response to the assessment brief with limited familiarity with the relevant literature and techniques

- basic grasp of subject matter or required competencies but limited focus on question asked
- unclear presentation of argument, random layout, with some omissions or inaccuracies in answer
- argument insufficiently developed
- very limited evidence or relevant citation supplied
- appearance of one major error and minor errors
- inclusion of unsubstantiated statements and/or irrelevant material
- descriptive rather than argumentative or analytical answer presented

- an attempt to solve moderately difficult problems related to the subject material and an attempt to examine the material in a critical and analytical manner only partially successful
- an incomplete or rushed answer e.g. the use of bullet points through part / all of answer.

Fail 35-39%

Work does not meet **some** of the minimum criteria required by the assessment brief, which

- demonstrates insufficient understanding of the assessment brief displayed
- mostly does not address the assessment brief resulting in largely irrelevant work
- displays some knowledge of material relative to the assessment brief, but with very serious omissions / errors and/or major inaccuracies included in the work is incomplete work
- has an unclear and confusing layout / underdeveloped structure
- poor analytical skills, with an absence of argument
- random and undisciplined development - limited structure
- significant plagiarism or reliance on questionable sources
- lack of clarity
- material of marginal relevance predominating.

Fail <35% -

Work does not meet **many or any** of the minimum criteria required by the assessment brief, and may

- demonstrate insufficient understanding of the assessment brief
- not address the assessment brief at all, resulting in the submission of irrelevant work
- display inadequate knowledge relative to the assessment brief
- be largely incomplete
- demonstrate very poor analytical skills, with an absence of argument (where appropriate)
- have random and undisciplined development – poorly structured work
- contain confused expression, poor spelling
- involve substantial plagiarism
- predominantly consist of irrelevant material.

Discipline of Marketing Writing Guide 2025-2026

Dr. Ann Torres, Discipline of Marketing, University of Galway

Introduction

This guide is designed to assist you in developing written assignments for the Discipline of Marketing.

Assessment

Assessment may vary from module to module. In addition to specific module requirements, written assignments will also be assessed according to:

- **Presentation:** Presentation refers to organisation, structure, flow, sentence construction, word usage, grammar, punctuation, page numbering, and complete, accurate referencing.
- **Review and Synthesis:** Review refers to the summary of the literature pertaining to the question, whereas synthesis explicitly discusses the relationships between a set of ideas, or the conflicts between them.
- **Critical Analysis:** Analysis refers to the arguments developed to assess critically the topic. **Critical analysis refers to** the ability to make a reasoned judgement, based on available information, while also being cognisant of the nature and limits of knowledge. For more information, please click [here](#).
- **Persuasive Impact:** Persuasive impact refers to the quality of the arguments given, rather than the conclusion given.

Title Page

The title page should give all relevant details, such as title, course, programme, name, student identification number, date, word count (i.e., excluding references), submitted to whom, and the appropriate integrity statement below.

Individual Integrity Statement

I have read the University's code of practice on plagiarism. I know that plagiarism is wrong. I hereby certify this material, which I submit for assessment on the programme of study leading to the award of MSc XXXX, is entirely my own work. It has not been taken from the work of others, except to the extent that such work has been cited and acknowledged within the text of my work. I also recognise that collusion is wrong. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as their own. I also acknowledge that copying someone else's assignment (or part of it) is wrong and declare that my assignments are entirely my own work.

- *Student ID Number:*
- *Name:*
- *Signature:*
- *Date:*

Group Integrity Statement

We have read the University's code of practice on plagiarism. We know that plagiarism is wrong. We hereby certify this material, which we submit for assessment on the programme of study leading to the award of MSc XXXX, is entirely our own work. It has not been taken from the work of others, except to the extent that such work has been cited and acknowledged within the text of our work. We also recognise that collusion is wrong. We have not allowed, and will not allow, any other group to copy our work with the intention of passing it off as their own. We also acknowledge that copying another group's assignment (or part of it) is wrong and declare that our assignments are entirely our own work.

- *Student ID Number:*
- *Name:*
- *Signature:*
- *Date:*

To create an online signature for use within documents, please go to the website, Online Signature, which is available at: <http://www.onlinesignature.in/online-signature-maker.html>

Formatting

The suggested document format is 1.5 spacing, using the fonts Times or Times New Roman in font size 11 or 12. Please ensure all fonts and formatting are consistent. Pages should be numbered. Include a list of references at the end of the essay using the Harvard style of referencing.

Headings and Subheadings

Sections should be indicated by headings in **BOLD CAPITALS**. Subsections should be indicated by headings in: ***Italics*** and *Italics*. Headings should be left aligned, while the text should be left and right aligned, as shown below:

TITLE IN BOLD CAPITALS

Major Headings in Bold Upper and Lower Case

Subheadings in Bold Italics Upper and Lower Case

Further Subheadings in Italics Upper and Lower Case

Tables and Figures

The number and title should appear above the table or figure. Tables and figures should be numbered consecutively within the document. If the table or figure is taken from a referenced source, then the full citation should appear below the table or figure. If the document is a report and requires a table of contents, then a list of tables and a list of figures should be included after the table of contents.

Abbreviations

Name of organisations, government agencies, long technical names, and names of techniques should be abbreviated if they occur frequently in the document. However, they should be spelt out when first used and followed by their abbreviations in parentheses, for example, just-in-time (JIT), corporate social responsibility (CSR), fast moving consumer goods (FMCG). Thereafter, only the abbreviation is used without parentheses. If numerous abbreviations are used, a complete list of these abbreviations and their meanings should be provided in an appendix.

Footnotes

The use of footnotes should be kept to an absolute minimum. Do not use footnotes for citations. Acknowledgement of help from an unpublished source such as an interview or speech can be made in a footnote. Footnotes should be numbered consecutively throughout the document with superscript numerals. They must be placed at the bottom of the page on which the footnote refers.

Appendices

Appendices are bound with the main document and include any materials, which are not central to the assignment, but may enhance a reader's understanding such as: an example of the questionnaire, list of questions used for probing during in-depth interviews, a broad list of quotations organised by theme or organisation. Refer to appendix items within the main body of the text. Number and title each appendix item. Similar to tables and figures within the main body of the text, tables and figures within the appendices should be fully explained and sourced.

Writing Style

The aim is to communicate clearly, coherently and succinctly. Hence, the writing style should be uncluttered and concise. Please use spell and grammar checks to identify errors. Proof read carefully, as presentation is important. One way to proof read is to read the document aloud to identify passages that require revision. Another suggestion is to have someone else proof read the document. Grammar, sentence construction, language, word choice, structure and flow of arguments will be considered in determining the final mark.

Sentences and Sentence Construction

Avoid one-sentence paragraphs. Clear, concise sentences are preferable to lengthy, complex ones. If one word will suffice, do not use two, unless it enhances clarity. Please do not use a list of bulleted points to present a cohesive argument. Arguments and analysis should be presented in paragraph form. Avoid redundancy. More specific points with respect to sentence construction include:

- Please do not begin a sentence with a numeral. Rather than “*12 schools of thought were discussed by Sheth, Gardner and Garrett. (1988)....*” please write, “*Twelve schools of thought were discussed by Sheth, Gardner and Garrett. (1988)....*”
- Conditional sentences use the construction “*If marketing were considered a science ...*” rather than “*If marketing was considered a science ...*”

- Please do not end sentences with prepositions, such as *to*, *from*, *with*, and *after*. Correct trailing prepositions by recasting the sentences. Rather than “*Which school of thought should marketing scholars subscribe to?*” please write, “*To which school of thought should marketing scholars subscribe?*”

Language and Word Choice

Avoid colloquial language. Rather than *feel* or *hope* use the word *believe*. Do not use personal pronouns *I* or *we*. Instead, use impersonal nouns, such as *the author of this analysis*. Do not confuse *their* with *they’re*, or *there*. Similarly, do not confuse *its* with *it’s*, and *to* with *too* or *two*. The words *that* and *very* are overused and may not be required within the sentence to enhance clarity. When the word *this* is used, particularly at the beginning of a sentence, ensure to clarify to what *this* refers. Eliminate trite, meaningless phrases, such as: *it is clear that*, *it is presumed that*, *because of the fact that*, *in the field of marketing*, *in the first place*, *at present*, and *at that time*.

Grammar and Punctuation Convention

Please abide by the rules of grammar. Possession is demonstrated using an apostrophe followed by the letter ‘s’. Hence, “*Hunt’s belief is that marketing, as an area of study, may be considered a science.*” is preferable to “*Hunts belief is that marketing, as an area of study, may be considered a science.*” There are no spaces before a comma or a full stop. There is one space after a comma and after a full stop. A colon (:) introduces a series of items, where as a semi-colon (;) is used to connect independent clauses and indicates a closer relationship between the clauses than a period.

Citing and Referencing

It is vital the assignments and essays submitted *are one’s own work*. Plagiarism software will be used to check whether the work of others has been appropriately referenced. Referencing is important as a means to:

- Acknowledge the work of others
- Lend support to arguments presented
- Demonstrate knowledge and scope of the literature consulted
- Give elliptical explanations (enthymemes) by referring to established concepts and theories
- Allow readers to trace arguments presented.

References should be used throughout the text, as appropriate, and listed alphabetically at the end of the document. The Harvard style of referencing is to be used in all written assignments. If any questions arise regarding referencing, please ask a member of staff.

Plagiarism

Plagiarism is considered so serious an academic offence that it may result in disciplinary action. The range of penalties for plagiarism includes expulsion from the university. Because plagiarism can have severe disciplinary consequences, it is crucial to understand the concept. Plagiarism is the use of another person’s ideas or work without appropriate acknowledgement. Hence, plagiarism is the act of presenting the

work of another writer, or work accessed or purchased through internet services, as if it were one's own.

Just as scientists demand complete and accurate information about experiments so these experiments may duplicated and verified; scholars and readers demand complete information so they may check the use of sources and accuracy in reporting what others have said. In all academic writing, complete citations must be given (e.g., author, title, source, page, date, publication details) each time someone else's ideas, words, unusual phrasing, or information is used. When another person's work is used, in any form, it must be cited, either as a source of thoughts or as a direct quotation. A plagiarism spectrum identifying ten types of plagiarism may be found at: <https://www.turnitin.com/static/plagiarism-spectrum/>.

Responsibility for Acknowledgement

It is the onus of the student to ensure written assignments are appropriately referenced. Three steps are necessary to avoid any possible suggestion of plagiarism. First, always put quotation marks around someone else's words and credit them to their source in the reference, and give the page number of where the specific quotation may be found. Second, when borrowing the ideas of another writer, say this clearly. Borrowing ideas is a perfectly acceptable aspect of academic work, provided appropriate acknowledgement is made. Third, every reference cited in the text must appear in the list of references and must contain all the data necessary for identification. All references should be complete to the extent that if a reader wants to find a particular reference, they can do so easily. References are to be listed alphabetically by author at the end of a written document. If there are two articles by the same author, or authors, then these should be presented in ascending chronological order of date of publication. In short, the guidelines for citing and referencing are:

- When summarising a passage in one's own words, cite the source.
- When quoting, reproduce the passage faithfully, use quotation marks and cite the source.
- When using information that might not be considered common knowledge, cite the source.
- When in doubt about whether to give a citation, give it.
- Include all cited sources in the list of references at the end of the document.

Assistance and Sources

On the Academic Writing Centre site there are video tutorials on writing, citing and referencing, which may be found at:

<https://library.universityofgalway.ie/awc/tutorials/>. The following books are useful guides in developing more effective writing styles:

- Bovee, C.L. and Thill, John V. (2012) *Business Communication Today*, 11th edition, Harlow, England: Pearson.
- Strunk Jr., W. and White, E.B. (1999) *The Elements Of Style*, 4th edition. New Jersey, USA: Allyn & Bacon.

The James Hardiman Library's *Guide to Citing and Referencing*, may be found at: <https://library.universityofgalway.ie/media/library/files/awcdocuments/Harvard-Cheat-Sheet-2015.pdf>. A resource, which addresses most issues on citing and referencing is the monograph:

Pears, R. and Shields, G. (2013) *Cite Them Right: The Essential Referencing Guide*, 9th Edition, London, England: Palgrave MacMillan.

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Course Outlines are available for each module on Canvas. Continuous Assessment Calendars will be released in the first week of the programme.