



Cardiff Business School

Specialist Master's Programmes

Entry 2016/17

Discover the Cardiff experience

A leading University . . .

- You'll be part of a globally recognised, Russell Group university.
- You'll benefit from outstanding teaching in a research-led environment. Cardiff is ranked in the UK's top 5 universities for research quality.
- Staff include Nobel Laureates and numerous Fellows of the Royal Society and other prestigious institutions.

in an outstanding city . . .

- You'll live in a friendly, compact and safe city, with all of your study, living and leisure needs within walking distance.
- Your money will go further at Cardiff with capital city attractions at affordable prices including one of the lowest average costs of living for university cities.¹

with able and motivated students . . .

- You'll be studying in an international University with a diverse student cohort drawn from more than 120 countries, with dedicated facilities for the postgraduate community.
- You'll be studying in an environment with other able and motivated students.

who have excellent career prospects . . .

- You can be confident of your future - in 2013/14, 86.9%² of postgraduate respondents had secured employment or further study within six months of completing their studies.
- You'll be in demand – Cardiff is among the top 25 universities targeted by employers.³

Notes

1. Moneysupermarket.com Quality of Living Index 2014
2. HESA Destination of Leavers Survey 2014
3. High Fliers Research The Graduate Market 2015

IMPORTANT INFORMATION.

Please read carefully. The University offers the information contained in this brochure as a guide only. It does not constitute a contract and is not binding on prospective students, current students or the University. While the University makes every effort to check the accuracy of the factual content at the time of publication, some changes will inevitably occur in the interval between publication and the academic year to which the brochure relates (Entry 2016). For example, degree programmes may have changed in line with market and student demand, and research development. Applicants should not, therefore, rely solely on this brochure and should visit the website for up-to-date information concerning course content, accreditation, and entry requirements for the relevant academic year when considering applying to the University.



Welcome

Cardiff Business School is committed to making sure its students have the very best experience when they study here.



We want to help you fulfil your ambitions and leave the University fully equipped to achieve success in your chosen field. If you join us you will benefit from research and teaching of the highest standard, and access to world-leading academics who are innovators in their disciplines.

We have an international reputation for excellence (in research, teaching and for environment) recognised by professional bodies, global companies and government research exercises. This sets our students apart and gives them a competitive advantage in a crowded jobs market.

In the 2014 Research Excellence Framework we were ranked 6th in the UK for the quality of our research and joint first for research environment. With this result we became one of only two business schools in the UK to be ranked in the top ten in each of the government's five assessment exercises since 1992. This consistency is one hallmark of excellence, another is our accreditation from the Association to Advance Collegiate Schools of Business (AACSB international).

Exposure to cutting-edge research, unparalleled critical business thinking and access to some of the world's foremost experts is par for the course as a student at Cardiff Business School. You will also be supported in countless other ways and benefit from outstanding student resources

from day one. We think this is an important element in ensuring your time with us is rewarding and enjoyable, setting you up to achieve your ambitions.

Our support and interest doesn't wane when you graduate. After leaving us, you automatically become a part of our thriving alumni network which gives you the opportunity to keep in touch with peers, academics and colleagues.

I hope to be able to welcome you to the School in the near future but for now let me wish you every success in your studies.



Professor Martin Kitchener
Dean and Head of School

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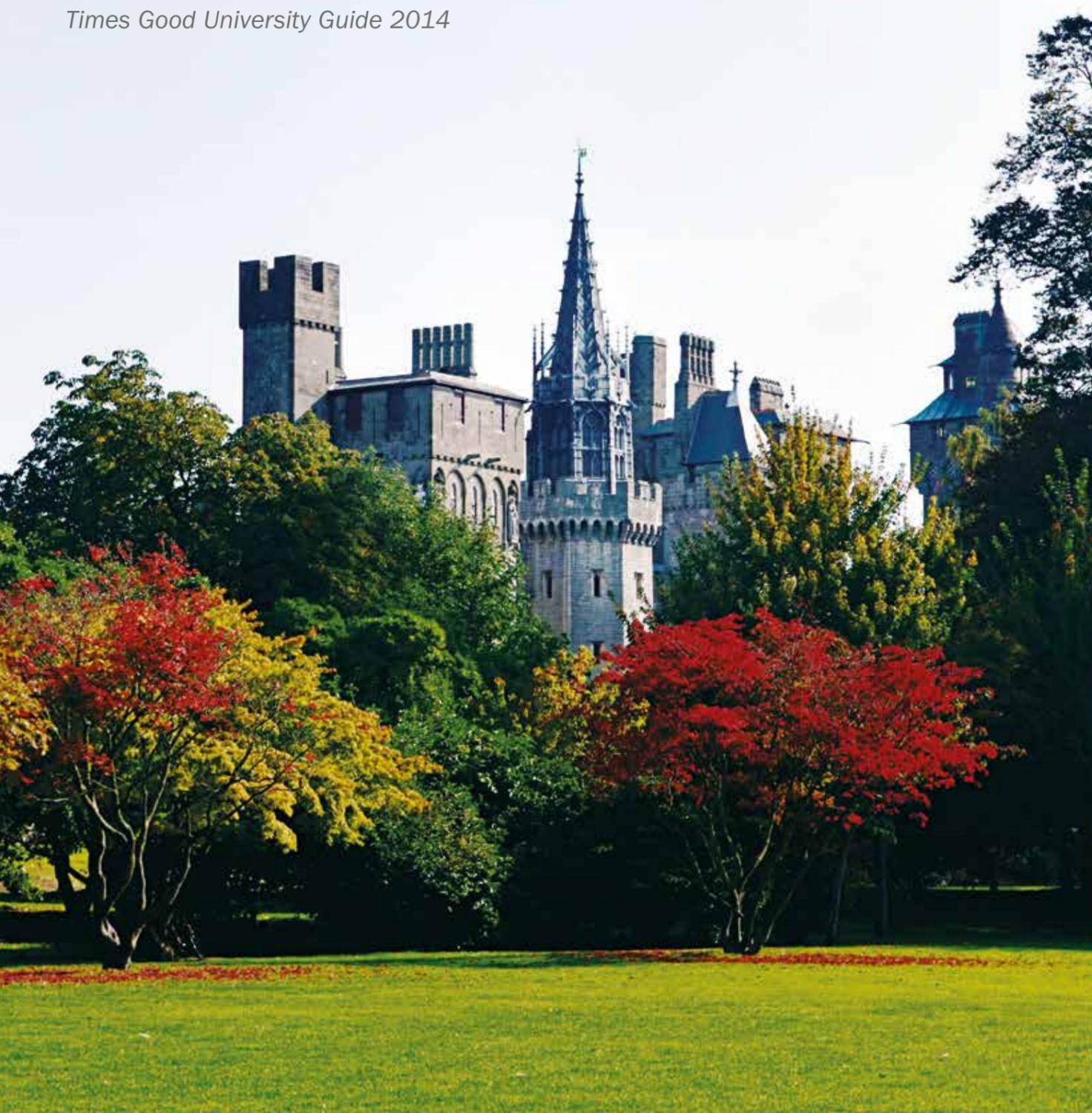
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This brochure will provide you with more details of our programmes. We hope that they will give you more than just a flavour of what we have to offer you. However, we are always ready to answer any questions you may have, by telephone or email, or when you come to Cardiff to visit. You will find appropriate contacts at the end of this brochure.

Cardiff: A capital city

“Cardiff is a popular student city, relatively inexpensive and with a good range of nightlife and cultural venues.”

Times Good University Guide 2014



The University is alongside attractive parkland and is adjacent to Cardiff Castle and the city centre

More online at:
www.visitcardiff.com
www.cardiff.ac.uk
www.cardiff.gov.uk

Cardiff is a thriving and attractive city which is widely recognised as an outstanding place to live and study. It combines all the advantages of a compact, friendly and inexpensive location with the cultural and recreational facilities of a modern capital city.

Cardiff offers everything from the excitement of the city to the peace and tranquillity of the nearby coast and countryside. With its distinctive character, good quality of life, and growing national and international reputation, it hosts many high-profile cultural and sporting events, including international rugby, soccer, cricket and motor sport.

When it comes to entertainment, Cardiff is well-equipped to satisfy student needs. There is a multitude of cafes, pubs and nightclubs. The city is home to the world-renowned Welsh National Opera, it boasts prestigious concert venues such as the Wales Millennium Centre, St David's Hall and the Motorpoint Arena, as well as the iconic Millennium Stadium, the National Museum and Gallery of Wales, several theatres and the historic Cardiff Castle.

Cardiff is the location for award-winning television productions, including Doctor Who, Sherlock, Torchwood and Casualty, and the Doctor Who Experience in Cardiff Bay is a popular new attraction.

The city is one of the UK's best shopping destinations, enhanced by the opening of the £750 million St David's Dewi Sant retail centre which stands alongside

pedestrianised shopping streets, indoor and outdoor markets, and a fascinating network of glass-canopied Victorian and Edwardian arcades.

Cardiff also has more urban green space per person than any other core UK city and offers easy access to the countryside, coast and mountains.

Lively, confident, cosmopolitan, elegant and ambitious are all words readily used to describe modern-day Cardiff. Together, the city and the University provide students with the 'Cardiff Experience', a lifestyle our students remember long after graduation.



The Millennium Stadium nestles in the heart of the city, and is home to numerous sporting events and concerts throughout the year



Cardiff is one of the UK's most successful retail centres

Don't just take our word for it...

“Modern Cardiff combines the best of the old and the new...it has a relatively small population and is fairly inexpensive to live in. Close to the campus, the city centre has an array of shops and entertainment options to cater to all tastes and budgets.”

The Telegraph Guide to UK Universities 2012

Come and see for yourself...

Cardiff benefits from excellent road and rail links with Britain's other major towns and cities. London, for example, is two hours by train, and the M4 links both the west and south of England, as well as West Wales. Travel to the Midlands and to the North is equally convenient. The journey by road from Birmingham, for example, takes only two hours. The main coach and railway stations are both centrally placed, and Cardiff also benefits from an international airport.



Cardiff Bay, the city's waterfront

Cardiff: A leading University

“Cardiff University is one of Britain’s leading teaching and research universities.”

Telegraph Guide to UK Universities 2014



Cardiff University has an international reputation for excellence in teaching and research, built on a history of service and achievement since 1883, and recognised by our membership of the Russell Group of leading research-led universities.

With attractive and compact campuses, excellent student accommodation, and a hugely popular Students’ Union, all within easy walking distance of each other in a thriving city, it is not surprising that Cardiff is a university of first choice among applicants.

Choose Cardiff and you’ll be part of a thriving postgraduate community in a university known internationally for outstanding research and teaching. Your ambitions and abilities will be supported by world-class staff and dedicated resources and your career prospects will be enhanced by the qualities and capabilities you’ll develop here. While competition for entry is strong, Cardiff is an inclusive university with a good record on widening participation and fair access, and we welcome applications, irrespective of background, from everyone with the potential to succeed at Cardiff University.

The University’s Cathays Park campus is located in and around the impressive Portland stone buildings, parks and wide tree-lined avenues that form Cardiff’s attractive civic centre. The majority of academic schools are located here - just a few minutes’ walk from the heart of the city. The three academic schools offering healthcare courses (excluding Optometry

and Pharmacy) are based at the Heath Park campus, approximately one mile away, which is also home to the University Hospital of Wales.

Although the University dates from 1883, Cardiff is focused on the 21st-century, and has modern state-of-the-art buildings and facilities. The University has invested substantially in its estate in recent years and most academic schools have benefited from major refurbishment, including new and well-equipped laboratories, lecture theatres, libraries and computing facilities.

Cardiff is an internationally diverse community of students, with many different cultures and languages to be seen and heard across campus. All students also have the opportunity to study a language in addition to their degree through the University’s Languages For All programme.

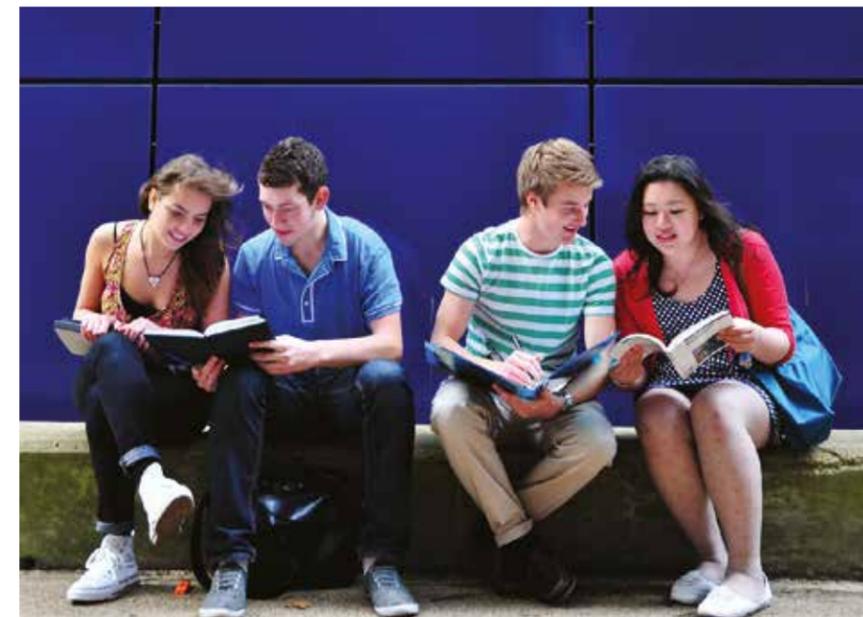
The University takes its environmental, safety and security responsibilities very seriously. Its comprehensive policies are making great savings in energy consumption and, to support the safety and security of all members of the University community and their property, there is 24-hour security cover throughout the campus.



What the Guides say

“Cardiff seems to have it all: grand civic architecture in a breezy waterside location, super-smart city bars and venues just a short hop from lovely countryside. The University is as confident and forward-looking as the city it’s located in, and has an excellent reputation for the quality of its teaching and research. There are more than 30,000 students, including more than 6,600 from over 100 countries outside the UK, helping to create a vibrant, cosmopolitan community.”

Guardian University Guide 2016



Living in Cardiff

As a fast developing capital city, Cardiff is a great place to be a student. It's large enough to offer you an exciting variety of activities and entertainment, but small enough for you to feel comfortable.

Accommodation

Cardiff offers a range of accommodation that is of good quality and value. There is also a strong private accommodation sector for those students who wish to live in privately owned properties.

All non-UK postgraduate students starting a course in September are guaranteed a single occupancy place in University residences if they submit an online application and make a pre-payment in line with the deadline relevant to that session. Unfortunately, we are unable to guarantee a place in University residences to students arriving during the academic year.

We are also unable to guarantee UK postgraduates a place in University residences.

For full details, please visit the Residences website: www.cardiff.ac.uk/residences

Student Life

The Students' Union

Cardiff Students' Union is one of the biggest, best and most active in Britain. Y Plas, the Great Hall and the Taf Bar are among the Union's major attractions. Y Plas is the students' own lively nightclub, and is one of the largest in Wales. The Great Hall is a 1,500 capacity venue for major concerts and the Taf Bar is the Union's very own local.

Other facilities include a bank, a print shop, a hair salon and a bookshop. The Lounge offers IT and Skyping facilities, meeting rooms and a 'chillout' area, as well as snooker tables and multi-faith prayer room. The Union has its own letting agency and an Advice and Representation centre. In addition, it is home to CUTV and Xpress Radio (the students' own TV and radio stations) and more than 200 cultural, political, religious, social and sporting societies.

The Graduate Centre

Dedicated to meeting the needs of our postgraduate community, the Graduate Centre provides a wide range of social and study facilities and services, exclusive to postgraduates, which complement those offered by our Academic Schools.

The Graduate Centre is equipped with a range of facilities to support your studies:

- Wireless internet access throughout the centre
- A computer room equipped with a range of IT facilities
- 11 meeting rooms providing space for study and project groups, training workshops, seminars, presentations and meetings
- Additional informal group and individual work spaces

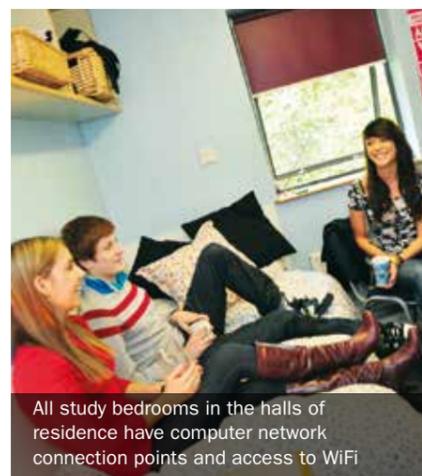
The Graduate Centre hosts a programme of social events specifically designed to give you the opportunity to meet and get to know your fellow students:

- Postgraduate Welcome Events at the start of the academic year for new students
- Fortnightly coach trips to destinations across the UK
- Midweek Socials, such as film and quiz nights
- One-off events throughout the year such as BBQ on the Balcony

The Cafe Bar also provides a cosy space for postgraduates to unwind, relax and catch up with friends in an informal environment. It can be booked free of charge for postgraduate-led events and also features a licenced bar service, run by the Students' Union, which is open for scheduled events.

Jobshop

Jobshop is the Union's own student employment service and provides casual, clerical and catering jobs around the University to hundreds of students.



All study bedrooms in the halls of residence have computer network connection points and access to WiFi

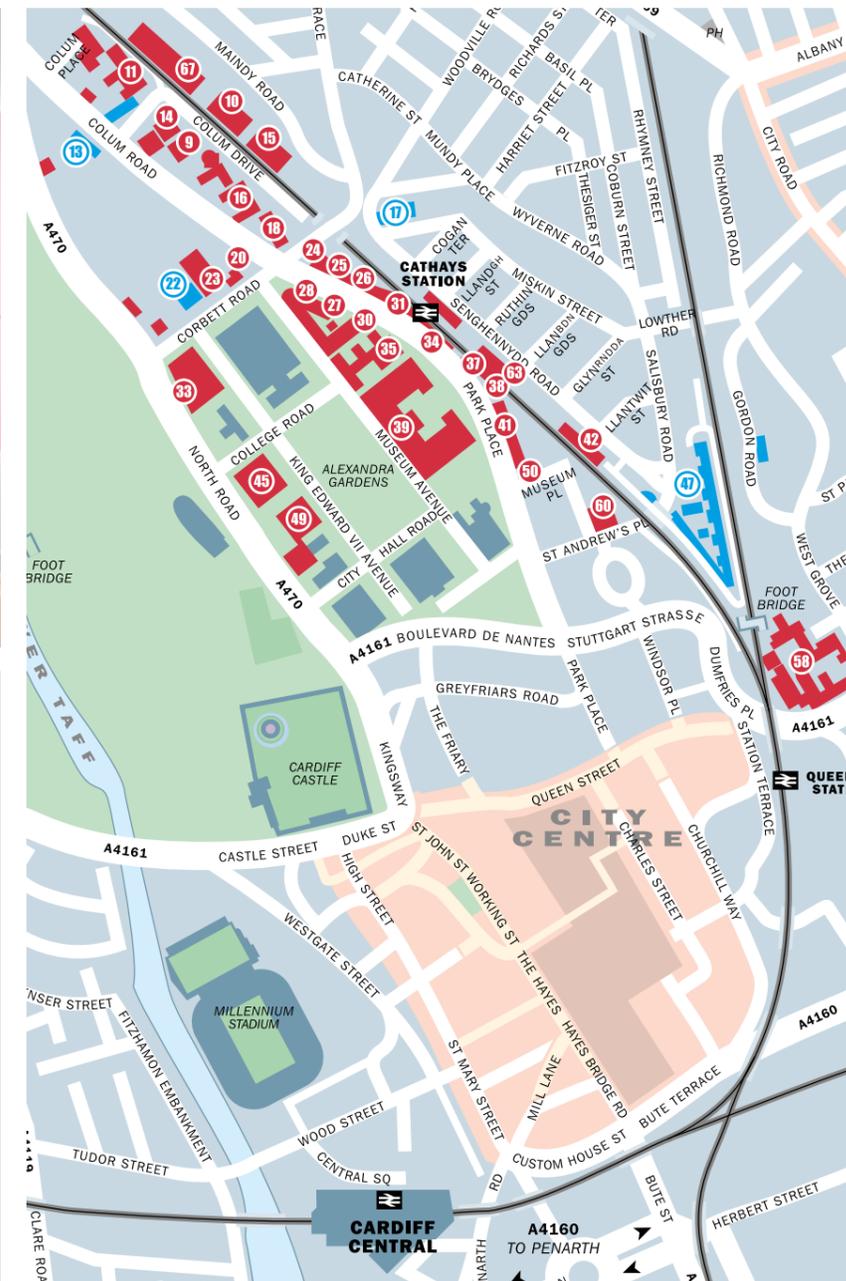


The Fitness and Squash Centre is located at the heart of the main campus



Y Plas is the Students' Union lively nightclub

More online at:
www.cardiff.ac.uk
www.cardiff.ac.uk/residences
www.cardiffstudents.com



Map highlights

Main Building	39
Students' Union	38
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Numbered halls of residence
More halls are available within this area and further afield - see our website for details.

• Aberdare Hall and Meeting Rooms	22
• Colum Hall	13
• Hodge Hall	17
• Senghennydd Court	47



How to find the School

Cardiff Business School is located at the northern end of the University campus, within walking distance of the city centre.

The School is a short walk from Cathays railway station and is easily accessible from University halls of residence.

The Postgraduate Teaching Centre is in close proximity to the Business School.

About the Business School

The School boasts first-rate facilities for postgraduate study and has recently opened the £13.5 million Postgraduate Teaching Centre.



This is a dedicated facility for the postgraduate community and includes two marquee auditoria; amongst the first in the University to feature lecture capture facilities, multiple flexible seminar rooms designed for small class teaching and group working, MSc and MBA Lounges and the 60-seat Trading Room. This industry standard, state-of-the-art facility offers Thomson Reuters and Bloomberg platforms to simulate the real world trading floor environment. The School also has a separate 460-seat lecture theatre and resource centre, including a 24-hour computer laboratory. This is in addition to the Aberconway Building which provides seminar rooms and lecture theatres with advanced IT and Audio Visual services, and is home to the Careers Centre. The School's on-site library holds over 60,000 books and many resources, including academic journals, are now available electronically and off-campus.

We work hard to make sure that you get the right advice and guidance to find your ideal career and achieve your ambitions.

On-Site Careers and Employability Centre

We recently invested in a dedicated on-site Careers and Employability Centre, available only to Cardiff Business School students.

The Centre provides you with one-to-one careers guidance with a Careers Advisor. They offer counselling sessions in which you can get advice on career decision making, graduate recruitment opportunities, the application process, CV writing, interview preparations and assessment centres. They also are well-connected to industry through School relationships and can help facilitate work experience and internship programmes.

Seminars and Workshops

We offer a wide range of seminars and workshops to help to improve your chances of getting the job that you want.

Careers workshops give you help, advice and information on all elements of the recruitment process.

We host Bloomberg workshops on campus, to give you the opportunity to undertake psychometric testing and gain feedback on mock tests. Students who perform particularly well at the tests are put in the 'Top Talent Pool' from which the very best recruiters give job offers to students.

Employer-Led Sessions

Employers such as PwC, KPMG, Deloitte, Royal Mail, BAE Systems and the Civil Service Fast Stream regularly give employer presentations, skills sessions and drop-in sessions that help you to understand the employers' perspective.

Entrepreneurship

Cardiff University also caters for those who think that they would like to start their own business in the future. Student Enterprise at Cardiff University offers skills development, mentoring events, competitions and business support for students and alumni at Cardiff University.

International Appeal

You can be confident of the quality and standard of your Cardiff degree. The University is recognised by more than 90 professional and accreditation bodies. This ensures that we maintain the highest possible standards of teaching. Cardiff Business School prides itself on being global in its outlook.

Our world-leading faculty come from more than 35 countries and often have experience of working in business environments both within and outside the UK. The faculty collaborates with leading academics at the best global business and management schools and travel frequently to extend their knowledge. You will work with, and be taught by, staff who are pioneers in their subjects and contribute to the advancement of knowledge.

You will be taught in formal lectures, small groups (called 'seminars') and will be given one-to-one sessions with tutors. The curriculum of your course will include the most up-to-date information appropriate to your career.

Our students and alumni come from more than 120 countries worldwide, creating a diverse environment where global experience informs programme content.

After graduation you will join a close network of alumni who hold top positions in governments, companies and universities. Your career prospects will be enhanced by virtue of the fact that Cardiff University is a member of the Russell Group. Employers usually favour research-led universities because they know that graduates will be very well-informed. Of those postgraduate students graduating between 2011 and 2014, 82% were employed or had entered further study within six months of completing their studies.

Services for International Students

The University provides all of the information and support necessary to help ease the transition to life as a student in Cardiff. Once you have been made an offer you will receive advice on immigration, visas, healthcare, climate and living and studying in Cardiff. You will be able to contact us for any advice and support you might need.

The International Office is here to help and when you arrive in Cardiff will provide a week of induction and orientation before enrolment. The September induction programme includes:

- A free coach collection service from Cardiff and Heathrow airports. International Office staff will provide a warm welcome at the airport and take you and your luggage to your accommodation.
- Practical information and fairs to help you settle quickly into living and studying in Cardiff.
- Tours of the University and the city of Cardiff to help you to find your way around.
- Social events and parties – these are a great way to make friends.
- A bank letter service to help you open a bank account when you arrive in the UK.

English Language Programmes

The University provides English Language Programmes to full-time international students studying, or intending to study, at Cardiff University. Language and study skills courses are offered throughout the year, for periods from a few weeks to a full year, to improve your general and academic English. Our Pre-Sessional Programme in English for Academic Purposes is particularly popular. These full-time, intensive summer courses are 8 or 10 week programmes designed specifically to prepare students starting degrees at Cardiff who hold a conditional or unconditional offer from the University.

Postgraduate Taught Programmes

- MSc in Accounting and Finance
- MSc in Finance
- MSc in Financial Economics
- MSc in International Economics, Banking and Finance
- MSc in Human Resource Management
- MSc International Human Resource Management
- MSc in International Management
- MSc in Logistics and Operations Management
- MSc in International Transport
- MSc in Marine Policy and Shipping Management
- MSc in Strategic Marketing
- MSc in Business Strategy and Entrepreneurship



Accounting and Finance

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September Dissertation

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) in accounting and finance (separately or combined) from a recognised institution or a related degree which includes the following modules: two financial accounting modules, two management accounting modules, two finance modules.

IELTS: 6.5 with at least 6.0 in each category

Why choose this programme

- Access to world-leading experts in accounting
- Excellent career prospects in fields such as financial analysis, asset management or investment banking

Why study Accounting and Finance?

Aspects of accounting and finance are rarely out of the news. In the global accounting area, serious questions of accounting, auditing and corporate governance have been posed following the banking crisis. Innovations in financial securities are also creating significant challenges for preparers and users of accounting information alike.

Technological developments, the globalisation of capital markets, financial engineering and changes in regulation have transformed the financial sector so that many areas of finance are now highly sophisticated. Collectively, these changes and trends have created an increase in demand for analytical ability and specialist knowledge in both accounting and finance.

Career Prospects

Although this is a specialist programme, students will have a wide range of employment options to choose from, including professional accountancy, the financial services sector, management consultancy or a specialist position in the public sector.

The Programme

The programme covers the financial and managerial aspects of accounting together with the essential principles of finance. Students build on these foundations by studying contemporary research in accounting and finance and by selecting specialist elective modules.

The taught component covers two academic semesters. The first contains four core modules and the second two core modules plus two options. During this time students attend lectures, tutorials and seminars, coupled with directed reading and other assignments. Following this, students carry out project work during the summer, culminating in the submission of a dissertation.

The knowledge and skills obtained in the taught component are applied to a dissertation in accounting or finance, which may cover areas such as auditing, corporate governance, financial markets, financial management, financial reporting, management accounting or public sector accounting.

Programme Structure

The programme is designed so that the foundations of advanced accounting and finance are covered in the autumn semester of the taught component, while the specialist topics are studied in the spring semester. In the spring semester, students augment the accounting and finance research modules by selecting two modules from six options.



AUTUMN SEMESTER

Principles of Finance

This module introduces students to the fundamental concepts and issues in modern finance that are of concern to all those involved in making financial decisions. Students will learn how to appraise capital investments, how to value various securities such as bonds, stocks, futures and options, and understand alternative asset pricing models.

Advanced Financial Reporting

Against a background of dramatic changes and controversies in the financial reporting environment, this module aims to develop students' conceptual understanding of financial reporting issues and their knowledge of the problems and proposed solutions.

Research Methods

This module seeks to develop a critical understanding of research ideas and methods commonly applied in accounting and finance. Research design and implementation are also addressed with the aim of preparing students for the dissertation. The emphasis is therefore on the practical application of research methods in accounting and finance.

Management Accounting and Control

Corporate collapses routinely emphasise the need for companies to design and implement appropriate accounting control systems. After taking this module, students will understand the contribution of management accounting and control systems in addressing the 'problem' of management control and the task of decision-making within organisations.

SPRING SEMESTER

Research Topics in Finance

Contemporary research in finance is dynamic, sophisticated and diverse. This module provides students with an overview of the key issues arising from the empirical finance literature and also provides a critical insight into theoretical and empirical finance research methodologies employed in the field.



CHOOSE TWO MODULES FROM:

International Corporate Finance

In the last few decades, capital markets have become international, rather than national, in scope. This module aims to provide students with an understanding of the content, method and scope of international finance and international financial risk management. This equips students with a thorough grounding in the concepts, principles, theory and techniques of international finance, and develops their ability to apply financial analysis to solve theoretical and applied problems in international corporate finance.

Financial Derivatives

The use or misuse of financial derivatives has been responsible for past financial controversies. This module aims to provide an introduction to the pricing of the major derivative securities and to introduce how derivatives can be employed in the management of financial risk.

International Accounting

The international financial reporting environment is currently an especially dynamic one. The aim of this module is to expose students to a variety of international issues so that they will be able to evaluate and assess UK financial reporting in a wider international context.

Advanced Management Accounting

This module provides an in-depth analysis of a number of key issues relating to the role of management accounting in the control of managerial and organisational performance. The module draws heavily on the latest research material, both theoretical and empirical, to examine these issues.

Accounting and Capital Markets

The module aims to examine critically the role of accounting information in capital markets. It focuses principally on the theoretical and empirical evidence on how accounting information is used in investment decisions, but also examines how accounting can resolve information asymmetries between capital providers and management, thus also addressing the stewardship and contracting roles of accounting information.

Accounting and Finance in China

The aim of the module is to develop a critical understanding and assessment of corporate accounting and finance practices in China. It cultivates a greater awareness of the institutional and environmental factors that affect Chinese accounting and finance behaviours. As China is in a process of transition from a centrally planned economy to a market economy, the module will also attempt to identify and assess unique features, strengths and weaknesses of

Chinese accounting and finance regulations and practices, and the general and specific underlying causes of the unique features.

Asset Pricing

The asset pricing module is designed to provide students with a detailed understanding of the theoretical foundations that underpin the main models used to price equity, fixed income securities and other financial instruments. It also covers the literature that evaluates the extent to which these models explain real-world financial market prices.

Dissertation

The dissertation is a 20,000-word research-based study, typically comprising a review of the literature and an empirical study of a chosen area of accounting and finance.

Finance

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September Dissertation

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) from a leading university, in finance or a related degree which includes the following modules: one quantitative module with 60% pass rate and three analytical finance modules, all with 60% pass overall.

IELTS: 6.5 with at least 6.0 in each category

The MSc in Finance is an academically-challenging yet practically-focused master's programme. It draws on input from world-leading academics and gives you the opportunity to develop the confidence, knowledge and skills needed for a successful career in finance.

Why Study the MSc in Finance?

Given the increasing integration of national capital markets, it is becoming more and more important to possess a high-quality postgraduate qualification in finance if you wish to work for financial institutions, corporations or government bodies involved with stock markets, project investment and the finance industry.

The MSc in Finance equips you for a successful career in the finance industry or related industries. You will understand and be able to undertake high-quality research to inform your decision-making process. Students have the opportunity to develop and extend their problem-solving skills through seminars, tutorials and practical sessions.

The programme:

- Provides access to three leading financial databases: WRDS (Wharton Research Data Services), Thomson Datastream and Thomson One Banker
- Makes extensive use of the Trading Room, with one module taught entirely in this facility
- Gives students the opportunity to undertake the Thomson Reuters Xtra Product Certification Programme, at no extra cost, showing future employers your capability in using the software
- Gives students real skills which they can use in a professional capacity
- Is taught in small class sizes, as a result of competitive entry requirements

Career Prospects

Graduates from the MSc in Finance will attract job offers from a range of financial institutions including investment banks, hedge funds and stock exchanges. Some of our graduates will also find roles within organisations and corporations with a strong interest in finance. These include consultancies, national and international regulators, and the finance divisions of multinational corporations.

Assessment

You will be assessed through written examinations, essays and reports, case analyses and presentations, article review, group work and problem-based reports. This mixture helps you to think critically and analytically and provides practice with problem solving in various scenarios.

Group work and discussion also provide valuable experience of working as part of a team, while presentations help to enhance communications skills. The variety of assessment methods is designed to develop a range of abilities and skills in both theoretical and practical aspects of accounting and finance.



PROGRAMME STRUCTURE

STAGE 1: THE FOUNDATION AND CONSOLIDATION STAGE

Research Methods in Finance

This module develops your knowledge and understanding of the research methods used in the field of finance and reviews the potential limitations of existing methodology. While some mention of econometric techniques is inevitable, the focus is on methodologies, including measuring and benchmarking techniques, that are specific to finance.

Principles of Finance

This module will give you an overview of financial markets with particular emphasis on the portfolio investment decision process.

Quantitative Methods

The module provides a theoretical and practical training in econometric methods and their application to financial problems. The module makes extensive use of the School's computer laboratories.

Market Structure and Trading Systems

You will be taught the essentials of price discovery, trading strategies, market microstructure and the trading systems used in financial markets. You will be exposed to trading systems both in theory and in a simulated trading environment. The module will also review the role of various traders such as informed traders, noise traders and liquidity traders. Extensive use will be made of the School's Trading Room.

STAGE 2: THE SPECIALISATION STAGE CORE MODULES

Research Topics in Finance

The aim of this module is to provide you with an overview of the key issues arising in the classical and contemporary empirical finance literature. Specifically, you will be given insight into the motivation, methodologies employed and contribution of the papers in this literature and you will be provided with a critical evaluation of a selection of these papers. As part of this module, you will write a research proposal for your dissertation.

Empirical Finance

This module introduces you to the major time series econometric techniques that are widely used in the modelling of financial data and the testing of hypotheses concerned with the functioning of financial markets. It will provide you with the capacity for understanding and critically appraising applied work in financial econometrics. The module will enable you to undertake your own quantitative research projects.

At least one of the following two modules:

- Corporate Finance - This module reviews advanced topics relating to the financing of corporate investments and corporate restructuring. The module examines the main issues relating to the financing of corporate investments when the assumptions underlying perfect capital markets are not upheld.
- Financial Derivatives - This module focuses on the pricing of the major derivative securities and provides you with training in the use of derivatives in managing risk.

Plus at most one other module from the following list:

- International Banking - In this module you will review the main principles and problems of international banking. The module is intended to cover both theoretical issues as well as the institutional background to international banking.
- International Finance - This module aims to familiarise you with the important theories of exchange rate determination and international risk management.
- Mathematical Finance - Suitable for students with a background in mathematics and other highly quantitative disciplines, this module gives an overview of modern mathematical finance theory

STAGE 3: THE DISSERTATION

From June to September you will work on an individual, research-based dissertation under the supervision of a faculty member. Support is given from the outset in preparing for the dissertation via a range of first- and second-semester modules, including Research Methods in Finance and Research Topics in Finance.

"Cardiff Business School's top ranking, the quality of its supervisors and research facilities made it easier for me to choose Cardiff University. The MSc in Finance has enhanced my knowledge and has provided a clear pathway for my career. It is an intense course but it is also rewarding and the modules are very well structured. The academic staff are highly professional, supportive and can be easily approached."

TAWFIQ MOSTAFA MSC FINANCE



Economics degree programmes

Our Economics degree programmes draw on the expertise of a faculty who are known worldwide for their work. The programmes have developed in response to the needs of those wishing to move rapidly to positions of authority within banks and financial institutions.

Special features include:

- Extensive use of the School's Trading Room
- World-leading faculty experts who have extensive practical experience
- A residential conference, held in Gregynog, to further develop your skills

Structure of the Economics programmes:

The Economics programmes are 12 month, full time programmes. They are split into two parts: the taught component (September – June) and the dissertation phase (June – September). During the taught component, in Semesters one and two, you will have a mixture of lectures and tutorials and will be expected to undertake independent research between classes.



THE TAUGHT PHASE:

SEMESTER 1

Four core modules.

SEMESTER 2

Two/three core modules and one/two optional modules. Residential Conference at Gregynog Hall, Mid Wales.

DISSERTATION

20,000 words.

The taught phase is designed to prepare students to appraise and carry out research projects for themselves. The modules are therefore not taught as 'routine' theory modules, but instead focus on the techniques and subject areas of money, banking, finance, trade public policy and options and derivatives, as appropriate to the chosen degree programme.

In each module, the emphasis is on the application of rigorous methods to the understanding of practical problems. The taught phase is assessed work – essays, group work project, individual project or class test – and written examination. Candidates who satisfy the examiners will proceed to the project stages of the programme and prepare a dissertation.

Students are also required to submit a dissertation of not more than 20,000 words. This gives you a chance to explore a particular topic in depth and test the applicability of your new learning whilst under close supervision. Students learn about the methodology of research, the systematic analysis of ideas, the problems of collection, appraisal and presentation of data, rigorous analysis and the presentation of conclusions in a clear way.

"The MSc in International Economics, Banking and Finance granted me the opportunity to learn from leading experts with 'real-world experience', alongside new life-long friends. The programme's modules have encouraged me to continually grow in my strengths; challenged me in areas of weakness and equipped me with essential business and life skills that have made me a more refined and well-rounded individual, and that will undoubtedly benefit me in my business career as well as life."

DREW FOWLER, MSc IN INTERNATIONAL ECONOMICS, BANKING & FINANCE

MODULES

Our Economics degree programmes draw from one common pool of modules. Students select different options depending on which programme they follow.

Development Finance

This module provides training in the economic underpinnings of the financial issues which affect developing countries. Topics include economic development strategy, project evaluation, domestic and external sources of finance, taxation and public sector control, central banking in developing countries, regulation and credit control, financial deepening, exchange rate and interest rate management, financial market development.

Economic Forecasting

This module provides training in the methods of forecasting used in commercial enterprises. It also introduces the methods of macroeconomic forecasting. Topics include univariate techniques, extrapolation, charting, Box-Jenkins, the use of survey information, leading indicators, and futures and forward markets, Black-box and VAR methods, econometric models, combining forecasts,

the ragged edge problem and signal extraction, nonlinear modelling.

Empirical Finance

This module aims to give an overview of the application of econometrics to the study of financial decision-making. Topics include tests of market efficiency, time series methods in finance vector autoregressions, causation and cointegration, non-linear methods, generalised autoregressive conditional heteroscedasticity model, tests for non-linearity, generalised methods of moment estimates, applications in the published literature.

Principles of Finance

This module is concerned with the workings of global financial markets. Topics include introduction to portfolio analysis, mean-variance and the capital asset pricing model, arbitrage pricing theory, the concept of diversification for risk management, risk reduction strategies by the use of derivatives, different notions of efficiency and their implications.

Corporate Finance

This module reviews advanced topics relating to the financing of corporate investments and corporate restructuring. The module examines the main issues relating to the financing of corporate investments when the assumptions underlying perfect capital markets are not upheld.

Investment and Electronic Trading

This module will provide you with knowledge of investment valuation and trading in the financial markets. In particular, you will learn methods of investment valuation and how they relate to practice. The module will also enable you to understand modern electronic trading, both in theory and in a simulated trading environment. The module makes use of the School's Trading Room.

International Finance

This module is concerned with the financial operations of enterprises in the foreign exchange market. It provides an analytical background for the evaluation of the mainstream theories of exchange rate determination and links these to domestic and international macroeconomic policies. Topics include the macroeconomics of the open economy, exchange rate fundamentals, theories of spot and forward exchange rate determination, currency options, FOREX.

Mathematical Finance

This module provides an advanced training in finance suitable for students with a background in mathematics and other quantitative disciplines.

Topics will include introduction to state pricing arbitrage and equivalent martingale measures, Black-Scholes and arbitrage-free pricing, term structure models, optimal portfolio choice, optimal consumption and investment.

Microeconomics Economics of Uncertainty

This module provides a solid understanding of microeconomic analysis and its application to the analysis of uncertainty. Topics covered will include theory of the consumer, choice under uncertainty, efficient allocation of risk, asset markets, adverse selection and moral hazard, the principal-agent model, signalling and screening.

Financial Derivatives

The use or misuse of financial derivatives has been responsible for past financial controversies. This module aims to provide an introduction to the pricing of the major derivative securities and to introduce how derivatives can be employed in the management of financial risk.

International Banking

This module is concerned with the principles and problems of international banking. Topics include trends in international banking, banking structures, the theory of the banking firm, credit rationing, risk management, securitisation, financial regulation, international bank regulation and banking law.

International Trade

This module will examine all the main aspects of international trade. Starting with neo-classical trade theory, the module then moves on to look at the new trade theory, which emphasises economies of scale and imperfect competition, then analyses strategic trade policy. Finally, the module will focus on firms within the global economy, and the extent to which the actions of multinational enterprises can influence trade and growth.

Issues in Money and Banking

This module addresses current issues in money, banking and finance. Topics include the role and development of central banking, monetary control, regulated versus deregulated banking, monetary disequilibrium, the Japanese banking crisis, the potency of monetary policy when interest rates are zero, currency boards and case studies in Hong Kong and Argentina, economic development of India and China, monetary policy in China.

Principles of Money and Banking

This module provides the theoretical background in monetary economics and finance. Topics include review of the definition of money, properties of a monetary economy, measurement of money, the neutrality of money, the invalid classical dichotomy, the real balance effect, money-in-the-utility function, the cash-in-advance model, overlapping generations model of money, the classical quantity theory, liquidity preference, Baumol, Tobin, precautionary demand, Miller-Orr model, buffer stocks model, money supply determination, intermediate targets, interest rate pegging and price level determinacy, rules versus discretion, time inconsistency, reputation and credibility, central bank independence, desirability of a conservative central banker, optimal contracts for central bankers, the lending channel and the Bernanke and Gertler model.

Macroeconomics

This module provides a solid understanding of macroeconomic analysis and its application to monetary and financial issues. Topics covered include a review of the basics of income and interest rate determination, aggregate demand and supply, and open economy macroeconomics continuing with macroeconomic policy analysis, expectations in macroeconomics, business cycles, policy credibility and reputational aspects of policy.

Quantitative Methods

This module provides theoretical and practical training in mathematical and econometric methods and their application to monetary and financial problems. Topics covered include a review of basic mathematical and statistical methods the linear regression model, static and dynamic models, specification tests, simultaneous equations and forecasting, with applications to problems in banking and finance. This module is taught so the material will be accessible to you if you are reasonably numerate. The emphasis is on teaching students how to conduct practical quantitative research projects for themselves.

Marketing of Financial Services

This module offers students the opportunity to understand the role of marketing in a financial services context. Topics include marketing re-introduced, services marketing, the extended marketing mix, characteristics of services and service quality, key service quality issues and the measurement of service quality, future developments of the financial services industry, communications in financial services and brand development in financial services.

Financial Economics

Why choose this programme?

- Computational methods such as MATLAB, E-views and STATA integrated into class.
- Extensive use of the trading room
- Access to visiting experts in the field

The MSc in Financial Economics addresses the issues of analysis and management of risk and uncertainty in relation to all of the financial markets.

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) and the following previously studied modules: microeconomics, macroeconomics and one quantitative module (econometrics is also desirable)

IELTS: 6.5 (at least 5.5 in each category)

Why Study the MSc in Financial Economics?

The programme is designed for people who are looking for careers as professionals in the finance sector, for example in stockbroking, investment banking or financial analysis. The programme gives a solid quantitative foundation for careers in the private and public sector.

The programme helps you to understand, analyse and solve economic problems faced by government agencies, central banks, financial institutions and industry. Usually, students will have had undergraduate training in economics, finance or a quantitative discipline and finance, or financial engineering.

Career Prospects

Graduates should find employment as specialists in financial institutions, corporate treasury departments, central banks and local government.

The Programme

Students follow modules that cover the working of the markets for bonds, stock currencies and derivatives (futures and forwards, options and swaps). Much of the material is very challenging analytically and sometimes technically, but attention is given at all times to the practical questions of



how to interpret financial data for research purposes, how to identify and exploit trading opportunities and how to measure and manage risk.

The Trading Room

The School's Trading Room gives students the practical experience needed to fully understand the Stock Exchange. Students are offered the opportunity to gain a professional Thomson Reuters Certification qualification, free of charge, putting them ahead in the career marketplace.

Graduates of the programme:

- Understand how to measure and manage risk of investment in bonds, stock and derivative securities
- Can organise, interpret and analyse financial datasets using the latest econometric research techniques, and appreciate the value of macroeconomic analysis and forecasting for financial markets
- Understand how microeconomics and game theory provide an insight into the working of financial markets and illustrate the working of options, future and other derivative securities
- Understand time series econometric techniques with respect to financial sector modeling, be competent in using econometric software, and able to design a research project making use of econometric techniques
- Will be familiar with modern methods of risk management

PROGRAMME STRUCTURE

Students follow four core modules in the first semester and three core modules and one elective module in the second semester.

SEMESTER 1

- Macroeconomics
- Quantitative Methods
- Microeconomics: Economics of Uncertainty
- Principles of Finance

SEMESTER 2

- Corporate Finance
- Empirical Finance
- Financial Derivatives

Plus one optional module from:

- Development Finance
- Investment and Electronic Trading
- International Finance
- International Trade
- Economic Forecasting
- Mathematical Finance
- Asset Pricing
- Trading

Students must achieve a satisfactory standard in assessed work and examinations covering the taught component in order to move on to the dissertation stage.

DISSERTATION

This requires students to produce a 15,000 – 20,000 word dissertation.

International Economics, Banking and Finance

Why choose this programme?

- Extensive use of the trading room
- Programme is designed for students from both developed and developing countries
- Residential workshop in Gregynog Hall in Mid Wales

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) and the following previously studied modules: microeconomics, macroeconomics and one quantitative module

IELTS: 6.5 (at least 5.5 in each category)

The MSc in International Economics, Banking and Finance provides a rigorous training in modern economics and financial methods as they are applied to monetary, banking, financial and international economic problems in the real world.

This programme was one of the first finance-oriented degrees to be offered in the UK, and Cardiff Business School has over 20 years of experience in producing first-class graduates from the programme.

Why Study the MSc in International Economics, Banking and Finance?

The programme is designed for recent graduates with solid quantitative skills, who want to specialise in the money and banking field. It is also of interest to those who graduated less recently and who are currently working in a financial institution or other private or public sector body, such as a central bank or national treasury.

The challenging mixture of theoretical and applied elements will equip you for a responsible post in the financial and commercial worlds.



Career Prospects

Graduates from this degree have gone on to work as bank risk managers, financial analysts, central bankers, bank regulators and to undertake further research at PhD level.

A Residential Programme

The residential programme gives students the opportunity to present their dissertation ideas. The event takes place at Gregynog Hall, a large country house which dates back to the 15th century, set in 750 acres of beautiful, formal gardens and countryside. Each student makes a five to ten minute presentation to a group of staff and fellow students, followed by a Q&A session. Presentations allow students to receive staff feedback on their proposed dissertation topic, offering a good platform to start working on their dissertation. Gregynog is a great educational and social experience, appreciated and enjoyed by attending staff and students.

The Programme

- Prepares students to work as analysts in the banking and financial industry.
- Exposes students who do not necessarily have an undergraduate specialism in economics to the 'big picture' of the macro economy, monetary policy and the international economy, in which the banking and financial sector operates.
- Trains students in the tools of analysis used to understand banking behavior, decision-making under uncertainty and risk management.

Programme Structure

Students follow four core modules in the first semester and three core modules and one elective module in the second semester.

SEMESTER 1

- Principles of Finance
- Macroeconomics
- Microeconomics: Economics of Uncertainty
- Quantitative Methods

SEMESTER 2

- Issues in Money and Banking
- Principles of Money and Banking
- International Banking

Plus one optional module from:

- Development Finance
- International Finance
- Marketing of Financial Services
- International Trade
- Economic Forecasting
- Investment and Electronic Trading

Students must achieve a satisfactory standard in assessed work and examinations covering the taught component in order to move on to the dissertation stage.

DISSERTATION

This requires students to produce a 15,000 – 20,000 word dissertation.

Human Resource Management

Why choose this programme?

- Accredited by the Chartered Institute of Personnel & Development
- Taught practical skill such as interview, psychometric testing, negotiation, arbitration and team skills
- Residential trip to Gregynog Hall in Mid Wales

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September HRM project

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) in business, social sciences, humanities, law or other relevant subjects, from an approved university or the international equivalent

IELTS: 7.0 with at least 6.0 in each category

Attracting the very best employees and helping them perform to the best of their ability is crucial to the success of every organisation. The MSc in Human Resource Management provides you with the theory and the practical skills to recruit, train and develop employees, and to reward them for their performance. You'll understand how employees shape an organisation's culture as members of a productive and motivated workforce.

Why Study the MSc in Human Resource Management?

The human resource management profession is predicted to grow considerably over the next 10 years, as businesses invest in the people that help them succeed.

Whereas traditionally HR was seen as a support function in a business, its strategic importance is now more widely recognised. Talented and committed employees have been identified as a key source of competitive advantage, and knowledgeable HR professionals have a key role to play in ensuring that the most effective strategies are adopted.

All professions have their fads and fashions, and HR professionals need to have the skills



to evaluate new ideas, identify which new practices will have the greatest impact on their organisations and have the confidence to disregard others. HR professionals need to question, be critical and make effective judgments. The MSc in Human Resource Management will provide you with this critical insight into HR practice. HR is a field of management that offers promising careers. An average graduate earns £24,000 and salaries extend to £100,000 for HR Directors and £200,000 for Group HR Directors.

CIPD Accreditation

The Cardiff Business School MSc in HRM is approved at advanced level by the Chartered Institute of Personnel and Development and meets its requirements for professional qualification.

This means that you are eligible to become a Student Member of the CIPD when you arrive at Cardiff, and on completion of your course, you will have fully met the knowledge elements required for Chartered Membership of the CIPD. This qualification is increasingly important for those who wish to pursue a career within the HR profession.

Why Study the MSc in Human Resource Management?

Along with the theory of human resource management, you are taught the practical skills that you will need as an HR professional. Sessions are provided on topics such as interview skills, psychometric assessment, negotiation, arbitration and team skills. Students have the opportunity to work in small groups to practise these skills in an informal and safe environment.

Small Group Teaching

Teaching is undertaken in small groups, with an emphasis on the use of case studies. Assessment methods include conventional essays or reports and group assessments that require students to create posters, for which students develop their visual presentation skills, work with local organisations and receive training in design software such as Adobe Photoshop.

The course attracts students from across the globe, with a diverse range of experience; many students have previous work experience in the HR arena whereas others have recently completed undergraduate studies. This diversity provides a forum for lively debate and an opportunity to understand how HR works in different cultures.

Guest Speakers

Cardiff Business School attracts many high profile guest speakers every year. Students are actively encouraged to attend these sessions. Recent guest speakers have included:

- Peter Harwood, Chief Conciliator, ACAS
- Frances O'Grady, General Secretary of the Trades Union Congress
- Will Hutton, Chair of the Work Foundation
- Mark Serwotka, General Secretary of the Public and Commercial Services Union
- Tracy Killen, Group HR Director, John Lewis Partnership
- Lord Adair Turner, former Chairman of the Low Pay Commission

A Residential Programme

A residential programme is provided as an integral element of the course, with no additional charge. Students spend three days at Gregynog Hall, a converted stately home in Mid-Wales. During the trip, guest lecturers give insights into their business experiences and a series of case-based practical sessions give students the opportunity to practice their negotiating and conflict resolution skills.



THE PROGRAMME

Human Resource Management in Context

This module will examine why understanding context is important for HRM, discuss ways in which context can be conceptualised, investigate the nature of the immediate context of HRM (why organisations are problematic and why management is needed), outline the wider context of HRM, examine the ways in which we interpret and define reality and how this influences how we understand and practice HRM, and suggest the implications for how HRM is undertaken.

The Management of Human Resources

This module aims to provide students with a rigorous framework of knowledge and understanding concerning the management of people within organisations. It has a number of distinct learning objectives. The module seeks to familiarise students with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice.

Employment Relations

This module is designed to help students understand how employment is regulated. The module explores the relationship between the three 'actors' in the employment relationship: management, employees and the state.

The changing configuration of these actors will be examined in the light of social, political and economic developments. It explores the different legal frameworks that are in place in different countries.

Reward Management

This module helps you to understand the important process of reward management within employing organisations.

You will learn about the key decisions that employers face when managing reward, such as deciding rates of pay or whether or not to use pay for performance, the factors that shape reward practice, such as minimum wage and equal pay law, and the challenges of reward management in international firms.

Leadership, Work and Organisation

This module aims to develop knowledge and understanding of leadership and change within organisational contexts. The module will encourage a critical evaluation of different leadership theories and practice and explore the role of leaders, managers and consultants in facilitating organisational, team and individual change and growth.

Contemporary issues in HR research

This module introduces students to different research traditions (critical and mainstream) and to different forms of research-based inquiry. The purpose of the latter is to allow students to develop appreciation of a range of research methodologies and how they can be used to explore practical questions of human resource management.

The practice of HR in the modern workplace

This module adopts a distinctive interdisciplinary and cross cutting approach to the study of HR practice within organisations. Through the use of illustrative case studies, the module will explore how the practice of human resource management is mediated in the real world.

Employment Law

This module aims to provide students with the knowledge, understanding and skills required to brief organisations on the consequences of current and future developments in employment law, and to give up-to-date, timely and accurate advice concerning the practical application of legal principles at work in different jurisdictions.

The HRM Project

The purpose of the project is to provide students with the opportunity to test the applicability of the knowledge, understanding, methodologies and skills learnt in the taught modules in a piece of independent research with the benefit of individual academic supervision.

It introduces the student to the methodology of research, the systematic analysis of ideas, the problems of data collection and the presentation of ideas in a clear way. It also requires reflection on the implications for professional practice from an ethical, professional and continuous professional development standpoint.

International Human Resource Management

Why choose this programme?

- Taught practical skills such as interview, psychometric testing, negotiation, arbitration and team skills
- Residential trip to Gregynog Hall in Mid-Wales

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September The International HRM Project

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) in business, social sciences, humanities, law or other relevant subjects, from an approved university or the international equivalent

IELTS: 7.0 with at least 6.0 in each category

The MSc in International Human Resource Management provides the skills and understanding required to become an effective Human Resource (HR) practitioner in an international environment.

Over the past thirty years, the world has become increasingly integrated as flows of goods, services, capital, labour, information and ideas, technologies and expertise across national boundaries increase. Organisations are connected to these wider flows through global production networks and commodity chains.

These processes have also led to the emergence of new governance mechanisms to facilitate cross-border activities. Such changes have raised new and important issues for human resource managers, issues that ask far-reaching questions of those in such positions.

The programme draws on the School's academic strengths in the research area of International HRM in order to equip students with the tools for an increasingly globalised world.

Small Group Teaching

Teaching is undertaken in small groups, with an emphasis on the use of case studies. Assessment methods include conventional essays or reports and group assessments which require students to create posters, for which students develop their visual presentation skills, work with local organisations and receive training in design software such as Adobe Photoshop.

The course attracts students from across the globe, with a diverse range of experience; many students have previous work experience in the HR arena whereas others have recently completed undergraduate studies. This diversity provides a forum for lively debate and an opportunity to understand how HR works in different cultures.

A Residential Programme

A residential programme is provided as an integral element of the course, with no additional charge. Students spend three days at Gregynog Hall, a converted stately home in Mid-Wales. During the trip, guest lecturers give insights into their business experiences and a series of case-based practical sessions give students the opportunity to practice their negotiating and conflict resolution skills.

THE PROGRAMME: COMPULSORY MODULES

Human Resource Management in Context

The module will examine why understanding context is important for HRM, discuss ways in which context can be conceptualised, investigate the nature of the immediate context of HRM (why organisations are problematic and why management is needed), outline the wider context of HRM, examine the ways in which we interpret and define reality and how this influences how we understand and practice HRM, and suggest the implications for how HRM is undertaken.

The Management of Human Resources

This module aims to provide students with a rigorous framework of knowledge and understanding concerning the management of people within organisations. It has a number of distinct learning objectives. The module seeks to familiarise students with

major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice.

International Management

The International Management module gives a thorough understanding of the emergence and development of multinational corporations, their organisational structures and international business strategies. It explores how multinationals have evolved in different environments, including North America, Western Europe, East Asia and emerging and developing countries.

Globalisation and the Management of Labour

The world economy is now dominated by transnational and multinational corporations. This raises complex issues for the management of human resources, not only for international companies that must now think global and act local (i.e. develop a global business strategy with due recognition of local culture and values, employment laws and the like) but also for local firms who compete with international companies. This module explores comparative employment systems and human resource management, and the HR policies of transnational and multinational enterprises.

The Practice of HR in the Modern Workplace

This module adopts a distinctive, interdisciplinary and cross-cutting approach to the study of HR practice within organisations. Through the use of illustrative case studies, the module will explore how the practice of human resource management is mediated in the real world.

The International Human Resource Management Project

The project will provide students with the opportunity to test the applicability of their new learning while under close supervision. It introduces the student to the methodology of research, the systematic analysis of ideas, the problems of data collection and the presentation of ideas in a clear way. A further aim is to enable students to apply the knowledge, understanding, methodologies and skills learnt in the taught modules to individual independent research under academic supervision.



OPTIONAL MODULES

Contemporary Issues in HR Research

This module introduces student to different research traditions (critical and mainstream) and to different forms of research-based inquiry. The purpose of the latter is to allow students to develop appreciation of a range of research methodologies and how they can be used to explore practical questions of human resource management.

Cross Cultural Management

The aim of the module is to explain how management processes and practices in international organisations are affected by cultural differences between nations and regions, and to identify how managers are able to deal with these differences in ways which facilitate the effective achievement of organisational goals.

Reward Management

This module helps you to understand the important process of reward management within employing organisations.

You will learn about the key decisions that employers face when managing reward, such as deciding rates of pay or whether or not to use pay for performance, the factors that shape reward practice, such as minimum wage and equal pay law, and the challenges of reward management in international firms.

Employment Relations

This module is designed to help students understand how employment is regulated. The module explores the relationship between the three 'actors' in the employment relationship: management, employees and the state.

The changing configuration of these actors will be examined in the light of social, political and economic developments. It explores the different legal frameworks that are in place in different countries.

Leadership, Work and Organisation

This module aims to develop knowledge and understanding of leadership and change within organisational contexts. The module will encourage a critical evaluation of different leadership theories and practice, and explore the role of leaders, managers and consultants in facilitating organisational, team, and individual change and growth.

Employment Law

This module aims to provide students with the knowledge, understanding and skills required to brief organisations on the consequences of current and future developments in employment law, and to give up-to-date, timely and accurate advice concerning the practical application of legal principles at work in different jurisdictions.

International Management

Why choose this programme?

- International visit to a major European city
- Provides a detailed focus on the social context of management and organisations in countries across the globe
- Taught by highly regarded international researchers

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September International Management Project

ENTRY REQUIREMENTS:

Upper second or first class honours degree, (2.1, GPA 3.0/4.0) preferably in a business/management area or in social sciences. Appropriate work experience may also be taken into account.

IELTS: 7.0 with no less than 6.0 in any individual component.

This programme is designed to create managers who have specialist knowledge of the role of management and management functions, and a strong understanding of the social, political and ethical context of business in a globalised world.

The MSc in International Management is designed for those who want to prepare themselves for a career in international management within an international organisation.

Students gain in-depth insights into the theory and practical challenges of managing in a global context, exploring topics such as:

- The dilemmas facing managers in a highly competitive global environment where regulators, consumers, governments, shareholders and social movements are continually monitoring and judging the performance of organisations.
- How innovation is developed and sustained in multinational firms, and the role played in this by science, governments, new technologies and human resource policies.

The programme is taught by highly ranked international researchers specialising in the dilemmas faced by managers in multinationals.

Innovative Teaching

We aim to create an active learning environment, making full use of the latest technology and multimedia resources.

As well as lectures and small group work, the programme will use emerging technologies which offer exciting possibilities for extending our understanding of international management. Video conferencing facilities enable international speakers to address classes in an interactive virtual environment. Faculty and students from a variety of institutions will be able to cooperate on tasks through the medium of internet based communication such as webinars. This can be reinforced by the creation of virtual communities both within the Learning Central website and social media.

MSc International Management students also go on a five-day study trip to Grenoble Business School in the south of France in the spring term. Whilst on the trip students attend lectures at this prestigious institution, and are also given time to enjoy the historical and cultural delights of Grenoble. A day trip to the nearby International Labour Organisation in Geneva, Switzerland is also part of the itinerary. The cost of the trip is included in tuition fees; students do not pay extra for the experience.

Assessment

Modules will be assessed through a variety of methods including individual essays, exams and group work presentations. The International Management Project consists of a report of 15,000 words.



THE PROGRAMME

The Programme has been designed around two main themes:

THEME 1:

Globalisation, Regulation and the Business Environment

Students engage in depth with globalisation and its impact on business and management in particular contexts:

- Semester One:** Compulsory modules in
- International Business Environment
 - Governance, Regulation and Standards in Global Business

- Semester Two:** Electives - students choose two from the current list of three modules
- Asian Business Systems
 - European Business Systems
 - International Business Ethics

THEME 2:

Management in an International Context

This theme takes a view inside the firm and examines aspects of control and coordination in multinational firms together with the organisation of particular management specialisms in an international context.

- Semester One:** Compulsory modules in
- International Management
 - Cross Cultural Management

- Semester Two:** Electives - students choose two from the current list of three modules
- Globalisation and the Management of Labour
 - International Marketing
 - Managing in International Professional Services Firms

The International Management Project:

This stage is a combination of group and individual work. Students use the knowledge and skills developed in the modules to analyse issues of their own choice related to problems of managing in international contexts. Students submit two pieces of work: a Research Plan and an International Management Project, built from the Research Plan.

MODULES

International Business Environment

This module helps students to understand the changing nature of the business environment and the relative influence of different regions. It explores how the geo-political and socio-economic context can influence the external environment for business; the significance of liberalisation of markets for the dynamic expansion of international capital, and the 'commodity chain' and its significance for the geographical location and structuring of international firms.

Governance, Regulation and Standards in Global Business

The module explores the changing forms of governance and regulation emerging in the contemporary international business environment. It assesses the organisational and managerial significance of the former within a globalised business environment that is characterised by increasing interconnectedness and interdependency between national capitalist political economies.

Asian Business Systems

This module examines Asian business systems, with a particular focus on China (including Hong Kong and Taiwan), Japan, Singapore and South Korea. Asian firms have become highly competitive across a range of sectors, particularly in manufacturing of various sorts. Asian economies have become increasingly important in the global economy.

European Business Systems

This module examines the advantages and disadvantages of doing business in Europe. A central focus is on studying different types of European Business Systems, including coordinated market economies (e.g. Germany), liberal market economies (e.g. the United Kingdom), Nordic capitalism (e.g. Sweden), Mediterranean Capitalism (e.g. Spain) and Eastern European Capitalism (e.g. Poland).

International Business Ethics

This module examines international business from an ethical perspective. We focus on those aspects of international business that are rarely addressed, including those that are either illegal or border on the illegal. International business is often conducted in areas or in situations where right and wrong, and legal and illegal are not clear cut. Topics will include organ



trade, global criminal networks and drug trade. We will also consider illicit markets and businesses to see how they are interconnected with illegitimate activities.

International Management

The International Management module gives a thorough understanding of the emergence and development of multinational corporations, their organisational structures and international business strategies. It explores how multinationals have evolved in different environments, including North America, Western Europe, East Asia and emerging and developing countries.

Cross Cultural Management

The aim of the module is to explain how management processes and practices in international organisations are affected by cultural differences between nations and regions, and to identify how managers are able to deal with these differences in ways which facilitate the effective achievement of organisational goals.

Globalisation and the Management of Labour

The world economy is now dominated by transnational and multinational corporations. This raises complex issues for the management of human resources, not only for international companies that must now think global and act local (ie develop a global business strategy with due recognition of

local culture and values, employment laws and the like), but also for local firms that compete with international companies. This module explores comparative employment systems and human resource management, and the HR policies of transnational and multinational enterprises.

International Marketing

This module aims to provide an understanding of the contextual factors, strategic and administrative mechanisms, and organisational processes relevant to establishing and maintaining effective international marketing strategies. This will be accomplished by exploring the practical and theoretical foundations of international and global marketing activities.

Managing International Professional Services Firms

Professional Service Firms (PSFs) such as consultancies, publishers, law and audit firms, and PR and marketing companies are an increasingly dominant feature of the corporate landscape. The emergence of new professions, such as auditors, consultants and PR agents, raise important questions about what it means to be a professional, how such institutions should be governed, and how professional forms of governance fit into a globalised economy.

Logistics, transport and maritime degree programmes

Our operations, logistics, transport and maritime degree programmes draw upon the expertise of academics who are known worldwide for their work in these sectors.

Cardiff University has long served the operations, logistics, transport and maritime communities with a suite of carefully-designed and very well regarded taught master's programmes. The programmes equip students to work in the fields of logistics, transport, manufacturing, maritime business, law, retail, operations management and other related areas.

The academic staff have considerable experience in working with the public and private sectors in the UK, EU and overseas, and their experience is fed back into both programme development and teaching. The staff are also very active participants in intergovernmental organisations, in areas such as policy development, and in advisory work for companies and sectoral organisations.

Industry Input

Students on these programmes benefit from a guest lecture series that brings experts to Cardiff to discuss their experiences of the industry. Last year, this included:

- Prof Nikos Nomikos - CASS Business School
- John Burnett –Operations Section Head, Aberthaw Power Station (APS) RWE Generations SE
- Ian Harrison – Senior Technical Manager, Intertanko
- Professor Paul Goodwin – Bath University
- Steve Spall – Director, Innocent
- Steve Welch and Chris Coles – Yeo Valley Panel representing Marine Insurance Underwriters from London
- Professor Marylyn Carrigan – Center for Business in Society (CBIS), Coventry University

Many students are also offered a field trip to a practicing organisation related to their degree area. Last year this included a site visit to the offices of London Marine Insurance underwriters, jointly organised with the School of Law and Politics.

Programme Structure:

Between September and June, in Semesters One and Two, you will undertake the taught component of the programme.

During this period, you will attend lectures and, in some modules, attend tutorials and undertake case study exercises. This classroom-based learning is coupled with directed reading to enhance your understanding. Students must achieve a satisfactory standard in assessed work and examinations covering the taught component.

Students then undertake a dissertation between June and September.

Teaching and Assessment

Teaching on these programmes embraces a range of methods including traditional class work, group seminars, interactive problem-solving and continuous assessment.

The taught component is assessed through examinations, essays and project work. Students who are successful in the taught component proceed to stage two and prepare their dissertation. Candidates who achieve an appropriately high standard in the examination and dissertation phases are eligible for the award of the degree with either a distinction or merit.

Accreditation

The three MSc programmes benefit from accreditation by the Chartered Institute of Logistics and Transport, the independent professional body for individuals associated with logistics, supply chains and transport.

Graduates of the programme who meet the academic standard required by the Institute to become a Member, also benefit from a reduction in the number of years' experience they need before they can apply to be a Chartered Member.

MODULE TOPICS

E-Commerce & Information Technology

The E-Commerce and Information Technology module provides a comprehensive understanding of IT in the logistics and transport sectors with reference to the latest technological developments.

International Logistics

The International Logistics module aims to enable students to develop a thorough appreciation of modern logistics. After the core components of logistics are explained, the module builds an understanding through theory and practice of what is involved in world-class logistics management today.

Strategic Supply Chain Management

This module sets out to provide students with a comprehensive understanding of supply chain management and its importance from a strategic perspective. It investigates the strategic decision-making processes in supply chain design including purchasing and develops a critical appreciation of the need to consider the process, technology, costs and people elements in supply chain management.

Operations Management

The Operations Management module draws upon the latest techniques, systems and thinking in operations management. The module develops, applies and consolidates learning through solving problems relating to the real world of operations management.

International Shipping Policy

The module covers the international regulatory environment for shipping, exploring relevance of flag state functions and port state control co-ordination. Students are introduced to international versus regional and unilateral approaches to regulation including the influence of political, military and violent threats to shipping and international trade. The module also covers aspects of the measurement of safety output, including specific instruments of formal safety assessment and including economic methods of appraisal. Finally, the module provides an analysis of maritime accidents and the links to regulation of maritime safety and flags of convenience.

Operations Analytics

The Operations Analytics module is concerned with forecasting and decision making in the new era of Big Data. It emphasises the abundance of potentially useful digital information, and the need for the development of new tools and methodologies that may efficiently and effectively handle such large amounts of data for the purpose

of improving operational decision-making and the forecasting capabilities of modern organisations. It does so through a great number of real industrial case studies and training in modelling by using modern software solutions.

Logistics Modelling

The Logistics Modelling module provides an understanding of the use of quantitative models in logistics and supply chain management using industrial case studies, and develops a capability to make system-wide supply chain decisions. In the first semester, a syllabus emphasising dynamic modelling is introduced, with regard to decision-making related to the inventory control and replenishment. In the second semester, the emphasis is on other classical modelling techniques which cover a wider range of logistics and supply chain topics (linear programming, queueing theory, discrete event simulation).

International Commercial Maritime Law

The module covers the law relating to the ownership, registration and operation of ships, with particular reference to the legal consequences of operating a ship particularly in respect of the transport of goods. The subjects covered are examined under English law both in the context of the taxonomy of English Civil and Criminal law, and of relevant international rules.

International Trade and Sea Carriage Law

The module provides understanding of the principles of English Law applicable to contracts involving the international sale of goods and the carriage of goods by sea. It aims to advance the intellectual development of students through the application of tools of legal analysis in approaching factual issues related to complex areas of international economic transactions.

International Transport Operations

Through this module, students gain an understanding in the management processes behind international freight movements. This includes aspects such as transport modal choice, terminal selection, economic aspects of freight movements and the policy frameworks within which such services operate. All modes of transport are covered, both on a regional and global scale.



Lean Operations

The Lean Operations module uses real case studies of lean operations to provide students with deeper understanding of identifying, analysing and improving operational performance, through the application of the lean and quality management principles/tools and techniques in different types and sizes of industries.

Port Policy and Management

This module includes port ownership and administration, deregulation and institutional reforms in the port transport industry, principles of management organisation, port marketing and the commercial function, port location, employment reforms and policies, dry ports, ports in transport chains and environmental objectives in port management.

Shipping Economics

This module includes shipping markets analysis, bulk shipping markets, including specialised markets the economic mechanisms in shipping, cyclical fluctuations, shipping competitiveness, investment appraisal in shipping, the nature of liner shipping, costing and pricing of liner shipping services, economic regulation of liner shipping, and co-operation and competition in shipping.

Ship Chartering and Management

This new module equips students with a thorough understanding of shipping management as well as knowledge of ship chartering in an international environment of the shipping industry. The module provides the context to critically assess relevance of theories and applications in ship operations.

International Transport and Sustainable Business

International Transport and Sustainable Business equips students with an understanding of sustainable business environmental auditing and the contribution that transportation can make to future sustainable societies.

Dissertation

The Dissertation is the final element of the MSc, where students undertake a practical project of 15,000 words in the area of transport, logistics, operations or supply chain management, building upon the taught elements of the programme. A series of research methods lectures are provided to give students the necessary skills to complete the dissertation.

International Transport

Why choose this programme?

- More than 40 years of experience of teaching and researching in international transport
- Strong links with industry

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

ENTRY REQUIREMENTS:

Upper second class honours (2:1) or equivalent. We also accept students who do not have a degree. They will be considered for the programme if they have relevant and significant work experience.

IELTS: 6.5, with at least a 6.0 in each category

The MSc in International Transport is a business oriented degree for those in, or wishing to enter, the international shipping, transport and logistics sectors. Cardiff Business School has over 40 years of experience of researching and teaching international freight transport, and the programme has a very good reputation in the industry.

Today's freight transport industry needs well-educated and adaptable managers at all levels, whether at policy making or operational levels.

Transport is essential to every society and accounts for a significant proportion of the cost of most activities. It is a large and complex industry, which includes a wide diversity of firms and organisations in the shipping ports and logistics sectors, as well as supply chains and support services. It is an industry at the forefront of technological development. It provides new business opportunities in the areas of logistics and e-commerce.



Programme Structure

One module from:

- E-Commerce and Information Technology
- Logistics Modelling
- International Logistics
- International Transport and Sustainable Business

Plus up to two modules (to make a total of four modules) from:

- Port Policy and Management
- Shipping Economics
- International Commercial Maritime Law
- International Trade and Sea Carriage Law
- Ship Chartering and Management

Followed by a 15,000 word dissertation.

"My time in Cardiff Business school not only enhanced my academic knowledge; it also assisted me to develop my future career."

SAEYEON ROH,
MSC IN INTERNATIONAL TRANSPORT

Logistics and Operations Management

Why choose this programme?

- Taught by internationally recognised leaders in the field
- Option to take the highly popular Lean modules

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

ENTRY REQUIREMENTS:

Upper second class honours (2:1) or equivalent. We also accept students who do not have a degree. They will be considered for the programme if they have relevant and significant work experience.

IELTS: 6.5, with at least a 6.0 in each category

The MSc in Logistics and Operations Management develops students' academic and technical skills, providing the breadth of understanding that is vital for successful careers in logistics, supply chain management and operations management.

The Programme

Students must undertake one compulsory module:

- Operations Management

Plus at least one module from:

- International Logistics
- Logistics Modelling
- Strategic Supply Chain Management

Plus one or two modules (to make a total of four modules) from:

- Lean Operations
- E-Commerce and Information Technology
- International Transport and Sustainable Business
- Operations Analytics

Followed by a 15,000 word dissertation.

Marine Policy and Shipping Management

Why choose this programme?

- Strong links and reputation in the international maritime industry
- Students have access to an expansive database from Lloyds and Clarkson

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1) or equivalent. We also accept sea captaincy qualifications and extensive marine-related work experience

IELTS: 6.5, with at least a 6.0 in each category

The MSc in Marine Policy and Shipping Management is a postgraduate programme designed to give you the capacity to be effective at the highest levels of employment in maritime-related industries and maritime administration.

The programme provides a wide range of professional skills and leads to a wide variety of job opportunities. Students find employment nationally and internationally in ship operating/management companies, protection and indemnity clubs, industry associations and policy organisations.

The programme is also attractive to those already in the marine industry who wish to broaden their experience and gain knowledge of key maritime issues.

The programme is practically oriented and draws heavily on the research and consultancy of the faculty, reflecting the University's leading international position in the field of maritime affairs. The dissertation stage allows students to further develop an area of special interest in the maritime field.

Programme Structure

Students must undertake one compulsory module:

- International Shipping Policy

Plus three optional modules from:

- Port Policy and Management
- Ship Chartering and Management
- International Commercial Maritime Law
- International Trade and Sea Carriage Law
- Shipping Economics

Followed by a 15,000 word dissertation.



Strategic Marketing

Why choose this programme?

- Triple accredited by the Chartered Institute of Marketing, Federation of European Direct and Interactive Marketing, and the Marketing Research Society
- Is taught in small groups, which maximises the opportunity for discussion and for interaction with faculty members

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June Taught Course; June - September Marketing Project

ENTRY REQUIREMENTS:

Upper second class honours degree (2:1, GPA 3.0/4.0) which includes a module in either marketing or mathematics.

IELTS: 6.5 with no less than 6.0 in any individual component

Why Study the MSc in Strategic Marketing?

The MSc in Strategic Marketing provides you with the knowledge you need to succeed as a marketing professional. You will explore the dynamic role of marketing in a wide range of consumer, industrial and international markets.

You will be given the latest information on the evolving methods and technologies that are used to promote products and services. You will gain a solid understanding of the increasingly demanding business environment, and will develop an enhanced ability to adapt swiftly to challenging marketing situations.

Experts from Industry

We welcome a wide variety of speakers on the subject of strategic marketing each year. These include:

- David Roche, President of hotels.com® Worldwide and Venere.comTM
- Llyr Jones, Head of Group Strategy, BAE Systems plc
- Chris Moss, Founder of Famoss and responsible for building brands such as Virgin Atlantic and Orange

In addition, we host events with The Chartered Institute of Marketing.

Speakers have included:

- Professor Stephen Brown, University of Ulster
- Claire Swindell, Spindogs
- Philip Hamilton, former Managing Director of Wrigley's
- Roger Pride, Managing Director of Cardiff and Co
- Liz Doig, Director of Wordtree Ltd



THE PROGRAMME

The programme consists of two stages – the taught component and the marketing project.

SEMESTER 1

Strategic Marketing Management

Taking an in-depth look at strategic marketing management, the module helps students to understand the practical challenges of devising and implementing market-led strategic change in a variety of contexts.

Behavioural Aspects of Marketing

This module helps you to understand the behavioural aspects of consumer and organisational buying and marketing communications in an ever-changing market environment. You will look at the cognitive and situational underpinning of consumer and organisational buying, negotiation skills in personal selling and creativity in message formation across marketing communications.

Research in Strategic Marketing

Marketers need to know how to undertake research in order to make the best decisions. This module helps you to understand the main research methodologies and techniques within a marketing context, choose a suitable method for a given research problem, conduct research and interpret findings.

Integrated Marketing Communications

The Integrated Marketing Communications module allows you to understand marketing communications theory and practice in national and international contexts. The module covers integrated marketing communications models, tools, media and message strategies, the strategic aims of marketing communications, and using communications strategy to gain competitive advantage and create value.

SEMESTER 2

Digital Media Marketing

This module helps you to understand the theories, approaches, techniques and tools used in digital marketing and the role



and evaluation of digital media and social technologies in society.

Measuring Marketing Effectiveness

The Measuring Marketing Effectiveness module introduces students to marketing metrics and how they can be used effectively in the business environment. It gives you the analytical skills needed to manage marketing productivity and effectiveness.

Marketing and Society

This module expands your marketing knowledge and considers the social, ethical and environmental issues that surround marketing. It provides ethical frameworks within which marketing and markets can operate and enables students to apply strategic marketing practices within social and not-for-profit contexts.

International Marketing

The aim of this module is to provide students with an understanding of the key cultural, national and organisational issues that impact on the management function in a global business environment. Active involvement in seminars, case-analyses and discussion groups will enable discipline specific intellectual and transferable skills to be developed.

STAGE 2: The Marketing Project

The Marketing Project enables you to work on a real-life marketing problem in a business, public sector or non-profit organisation. You will work in a team of three to five members, supervised by an academic.

You'll spend two months learning about the organisation's operating environment, analysing their marketing challenges, designing a marketing plan for the organisation and presenting the proposed solution to their management board at a formal presentation.

Participating organisations have included:

- Equinox Communications
- Consumer Intelligence
- Cynnal Cymru-Sustain Wales
- Monmouthshire County Council
- Pera Cymru
- South Wales Police
- Welsh Music-SWN Festival
- IQED
- JP Executive Lettings and Property Management
- S.A. Brain and Company
- V12 Retail Finance
- Year of the Tiger Health Spa
- Body Clinic
- Box UK
- Holiday Inn
- Leadership and Management Wales
- National Childbirth Trust
- Rhondda Heritage Park

Triple Accreditation

Our triple accreditation provides students with:

- A Diploma in Direct and Interactive Marketing, awarded by the Federation of European Direct and Interactive Marketing (FEDMA) upon successful completion of the programme
- Exemption from the Chartered Institute of Marketing Professional Diploma
- The opportunity to join the Marketing Research Society, once students have achieved three years' work experience

Business Strategy and Entrepreneurship

Why choose this programme?

- One of the first providers of master's level training in entrepreneurship in the UK
- Gain experience in how to pitch business ideas
- Delivered by internationally-recognised scholars

KEY FACTS

DURATION: 1 year, full-time

BEGINS: September 2016

STRUCTURE: September - June
Taught Course; June - September
New Venture Plan

ENTRY REQUIREMENTS:

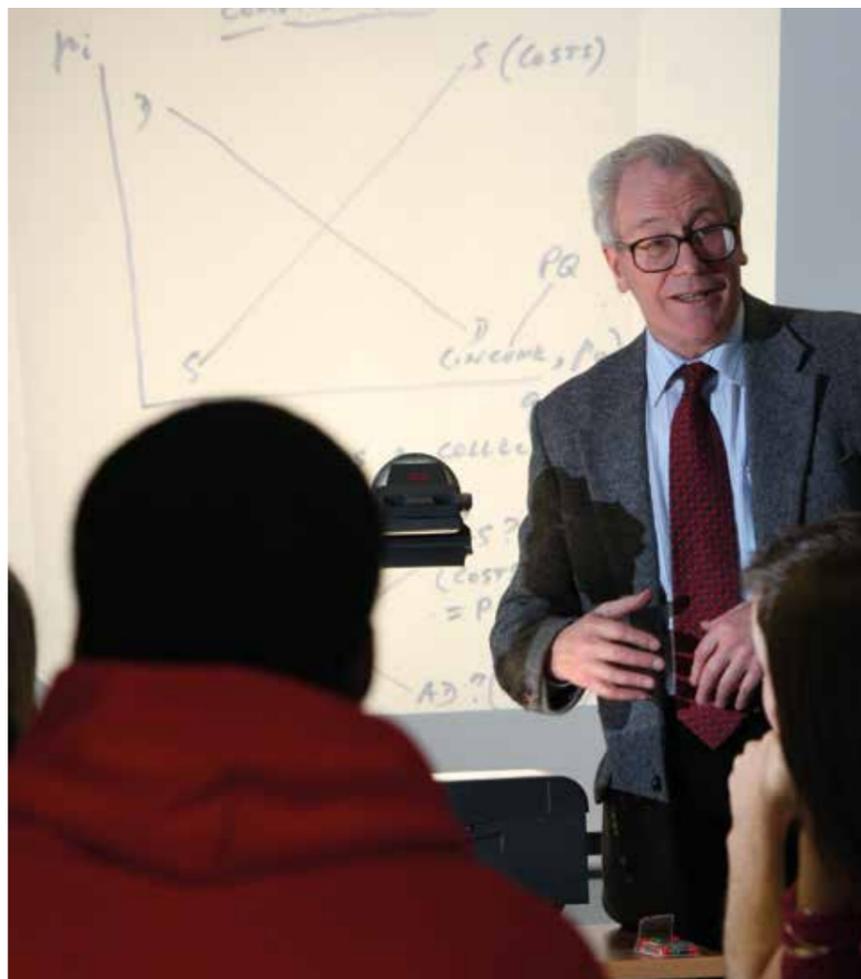
Upper second class honours degree (2:1, GPA 3.0/4.0) in any subject

IELTS: 6.5 with no less than 5.5 in any individual component

The MSc in Business Strategy and Entrepreneurship provides students with the skills required to develop and grow new ventures both in start-up and corporate contexts.

The programme is designed for graduates seeking a rigorous foundation prior to launching their own company or entering an existing corporation in a role focused on business development and growth. It provides students with the required skills via a combination of teaching methods covering knowledge about best business practices, as well as the fundamental principles behind them. Building on these skills, students will also have the opportunity to create a new venture. The development of this new venture will be supported by academic faculty as well as a corporate sponsor or entrepreneur.

The programme consists of nine subjects completed over one year of study.



SEMESTER 1

Economics and the Business Environment

The aims of the Economics and the Business Environment module are to introduce students to the nature and functioning of firms and markets so that students can improve their business decisions, and to encourage students to understand the social and political environments in which organisations operate.

Reflective Perspectives and Practices

This module encourages students to reflect critically on the nature and challenges of entrepreneurship. It addresses those themes relating to entrepreneurship as practice and entrepreneurship in context.

New Venture Creation

This module provides students with an introduction to the entrepreneurial process. It exposes students to the concepts, practices, skills and tools of starting and growing a new business - whether this be in a start-up, corporate or family context.

Entrepreneurial Finance

The aims of the module are to provide students with skills in the preparation and interpretation of financial reports, as well as to provide an understanding of the uses of management accounting techniques in evaluating cost behaviour for decision making purposes and financial management.



SEMESTER 2

Innovation Management

This module discusses how entrepreneurs in start-ups and family businesses can shape their organisations so that they can continuously build and commercialise valuable innovations, and how managers and executives in established firms can become more entrepreneurial in their approach to innovation.

Venture Growth and Development

The module will focus on the issues and problems involved in developing and managing entrepreneurial organisations. Students will evaluate the factors that make an organisation effective at each stage of growth.

Entrepreneurial Marketing

This module provides an in-depth understanding of the theory, concepts and tools that are used to market a new product offering, and are applicable in an entrepreneurial setting. Emphasis is placed on the special requirements for creating and executing marketing plans and programmes in a setting of rapid technological change.

Leadership and Personal Development

The module aims to evaluate the indicators of personal leadership styles and apply these to individual working practice. Students will learn to understand the principles of leadership and how they can help the individual to work more effectively.

SEMESTER 3

New Venture Plan

This module aims to integrate and apply core course concepts, skills and techniques in order to construct and present a new venture plan for either a start-up company or an existing organisation, based on a defined brief.

THE NEW VENTURE PLAN

We recognise that students value the opportunity to apply their learning in practice. We have therefore replaced the traditional dissertation with a practical New Venture Plan. For the New Venture Plan, you will work in a project team comprising three to five members, supervised by an academic expert.

The plan will focus on either the development of a start-up business or the development of a new venture for an external organisation.

In the case of developing a new venture for an external organisation, the project team will spend two months learning about the participating organisation's operating environment, analysing the opportunity for the new venture, designing and developing the business model for the venture, and presenting the proposed solution to their management board at a formal presentation.

Participating organisations could be small start-ups or established organisations, in various industries such as financial services,

fashion retail, healthcare, IT services, hospitality, leisure and sports, charities and local council services.

In the case of developing a start-up business, the project team will develop the business model for the business under the supervision of an external entrepreneur. The culmination of the project will be a presentation of the start-up business model to a panel of venture capitalists.

"Like most international students, I was a little apprehensive about studying abroad. But the multicultural environment makes Cardiff one of the most desirable cities to live in. The Business School has an international reputation, excellent library facilities and good teaching staff."

MITALI CHITRE

Learning environment



INVESTING FOR THE FUTURE

Cardiff Business School recently opened its £13.5 million Postgraduate Teaching Centre; a dedicated facility for the postgraduate student community. It offers two marquee auditoria and is among the first in the University to feature lecture capture facilities, seminar rooms designed for small class teaching and group working, MSC and MBA Lounges and the 60-seat Trading Room.

The Postgraduate Hub can also be found here where staff are on hand to help with any queries that you might have.

FACILITIES AT CARDIFF BUSINESS SCHOOL

The Aberconway Building

The Aberconway and Julian Hodge Buildings offer lecture theatres, seminar rooms, coffee shops and the Aberconway Library. The Aberconway Building also houses the Business School's academic staff.

We also have an onsite Student Support Office, with staff who will help you with issues such as finance, accommodation, visa advice and personal welfare.

Our Careers and Employability Centre has two specialist careers consultants who will help you with everything you need to find your ideal career.

The Aberconway Library

The Aberconway Library holds multiple copies of key textbooks and more than 60,000 books. It subscribes to more than 1,800 national and international journals, ebooks and newspapers, providing the most recent updates in business thinking. You can also use Cardiff University's 14 other libraries. Cardiff University's libraries are fully computerised, with 24-hour facilities at some locations. A virtual librarian service is also available if you need help but don't want to go in to the library.



Online Access

Electronic resources such as business information, census records, scientific data, and the full text of newspapers and other publications are available to our students. Learning Central, our online study resource, also provides students with access to lecture notes, reading lists, discussion boards, study materials and lecture recordings.

Computing

The Julian Hodge Building offers a 24-hour resource centre with 260 networked computers.

Your user name and password will allow you to log in to University facilities including a large number of software packages, spreadsheets, statistical packages, databases, word processing and graphics packages.

Help, advice and training are available for students from the University's Computing Centre.

The campus is WiFi enabled and all student accommodation is networked.

AT A GLANCE

- Onsite Careers and Employability Centre
- Onsite Student Support
- Trading Room facilities
- Extensive Library
- WiFi enabled Campus



Alumni profiles



will definitely be a good choice. If you are considering it please do not hesitate - just go ahead. The place is nice, the people are nice, and the life is nice; you will not regret the choice you made. I am so glad that I chose Cardiff University as I had a great time there and made a lot of new friends."

Dominic Bevan

Works at: Reid Lifting

Studied: MSc Logistics and Operations Management (2012-2013)

"I feel very lucky in that unlike many of my friends, I do not have to question what relevance my qualifications have to my career. There is a lot of investment going on in the Business School regarding facilities such as the new building next to Julian Hodge Building, as well as an exemplary standard of teaching from the dedicated faculty and support staff.

For those who show the initiative, there are numerous possibilities to equip yourself with training in areas that you may not have picked up in earlier schooling. My example would be ICT skills, which has led me to undertake Excel classes through University's Information Services resources, as well as embarking on the European Computer Driving Licence course."



Jingyuan Luo

Works at: Shanghai Transport & Port Research Center

Studied: MSc Marine Policy (2011-2012)

"For those who want to pursue a postgraduate degree in a shipping related field, Cardiff University and the MSc in Marine Policy and Shipping Management



Jennifer Claridge

Works at: British Film Institute

Studied: MSc Human Resource Management (2008-2009)

"Gaining a postgraduate degree in HRM from the Cardiff Business School definitely helped me secure my first job. Although I didn't have as much workplace experience as some applicants, having the MSc showed my commitment to getting into the profession of HR and my level of academic achievement from a highly reputable University. Since I graduated in 2009 the course has also become CIPD accredited, which will only help future students when they want to progress up the HR ladder.

I enjoyed every minute of the course. It was a challenging and rewarding year, with an interesting and varied programme. I felt really supported throughout the year as well as encouraged to research and pursue my interests especially when writing my thesis."



Sarah Bochud

Works at: Swiss State Secretariat for Economic Affairs (SECO)

Studied: MSc International Economics, Banking and Finance (2008-2009)

"My qualification brought me a lot! With this second Master degree obtained abroad I had no problem in finding my first job. By allowing me to stand out from other applicants, it had - and still has - a very positive impact on my professional opportunities.

In so many ways my experience in Cardiff is unforgettable. The high quality of education confirmed that I made the right choice. I also discovered a different system of education from the one I had experienced in Switzerland; Cardiff expects more autonomy and responsibility from students. These expectations combined with the strong competencies of the professors and the staff - always ready to answer questions or give some help - are an integral part of the programme and enhance the status of a degree obtained at the Cardiff Business School.

The international network I developed with students and professors is also a strongly positive point for personal and professional relationships."

International students

As an international student you have access to a personal and dedicated service from the International Office to help with your application and make the transition to studying at Cardiff. Please contact us; we are here to help.

Supporting International Students

The University has a long tradition of welcoming international students and prides itself on providing a supportive environment. Some of the benefits for international students studying at Cardiff University include:

Guaranteed accommodation

As an Overseas/EU postgraduate student arriving in September, you are guaranteed a single occupancy place in University residence as long as you apply through the normal admissions cycle. The accommodation is in a variety of high quality student residences which are close to campus. You can find out more on the web: www.cardiff.ac.uk/residences

Help before you arrive

The International Office will send you detailed information on how to apply for your visa, travelling to Cardiff and the other necessary arrangements you will need to make to prepare for studying in the UK.

The induction programme

In September and January each year the International Office organises a comprehensive orientation programme for new students. In September this includes free collection from Cardiff and Heathrow (London) airports.

International student advisors

In addition to the support provided by your School, the University has specially trained international student advisors to provide you with assistance on any issues including visas and finances.

International student societies

The Students' Union is home to more than 20 international student societies. The societies run social and cultural events and organise the annual Go Global international culture festival. There is also space within the Students' Union for students to meet and relax.

International careers advice

The University's Careers Service has a Careers Consultant for International Students, and provides resources to help you research career paths and opportunities.

Meet the International Office in your Country

Staff from the International Office also travel to more than 30 countries each year so you can meet University staff and discuss your study options in person.

Look at the International Office website:

www.cardiff.ac.uk/international for more details of where we are travelling, and sign up to receive notifications of visits.

Help Making an Application in your Country

In addition to help provided by the International Office, you can get assistance from the University's network of educational advisors. To find out whether we have an educational advisor near you, visit the International Office website and select your country: www.cardiff.ac.uk/international

English Language Requirements

All students must have a standard of written and spoken English that will enable you to benefit fully from lectures, seminars and tutorials. The English Language qualifications accepted by the University include IELTS, and the minimum standards required are listed on the website. You are advised to check the website for the most up-to-date information: www.cardiff.ac.uk/postgradapply

English Language Support

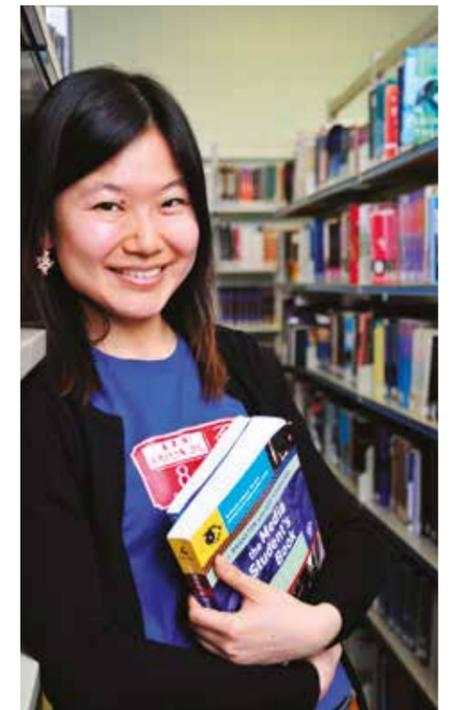
Our English Language Programmes are available to full-time International and EU (non-UK) students studying or intending to study at Cardiff University. Language and Skills courses are offered throughout the year and last from eight weeks to nine months. They are designed to improve your general and academic English. www.cardiff.ac.uk/elt

Applying to Cardiff University as an International Student

To apply to Cardiff as an international student you should follow the standard procedure as outlined on page 37.

The International Office

As an international student you have access to a personal and dedicated service from the International Office to help with your application and make the transition to studying at Cardiff. Please contact us; we are here to help.



Further Information:

Email: international@cardiff.ac.uk

Tel: +44 (0)29 2087 4432

Skype: [cardiffuni_international](https://www.skype.com/user/cardiffuni_international)

Facebook: www.facebook.com/cardiffinternational

Web: www.cardiff.ac.uk/international

Funding and scholarships



Fees and Funding

For information on fees, visit:
www.cardiff.ac.uk/for/prospective/postgraduate/funding.html

The majority of students on MSc programmes will be self-funding. Information about possible sources of support can be found on the University's website at www.cardiff.ac.uk/postgraduate/pgfunding (UK and EU students) and www.cardiff.ac.uk/international (non-EU students).

Scholarships

In recognition of the outstanding talent of many prospective students, both Cardiff University and Cardiff Business School offer a number of highly prestigious scholarships, designed to attract and reward the brightest students.

In addition to its own scholarship programmes, the School is also pleased to offer a number of scholarships in association with partner organisations such as large scale corporations.

For the latest information on scholarships offered by the Business School, visit:
business.cardiff.ac.uk/degree-programmes/international-postgraduate-scholarships



Applications

Award of the Degree

Candidates who satisfy the examiners and comply with regulations regarding residence and the time limit for submission of their dissertations will be awarded the degree of MSc/Diploma of Cardiff University. Conferral of degrees is subject to completion of financial obligations to the institution.

Equal Opportunities

Cardiff University is committed to promoting equality and diversity in all of its practices and activities, including those relating to student recruitment, selection and admission.

The University aims to establish an inclusive culture which welcomes and ensures equality of opportunity for applicants of all ages, ethnicities, disabilities, family structures, genders, nationalities, sexual orientations, races, religious or other beliefs, and socio-economic backgrounds.

This commitment forms part of the Equality and Diversity Policy, which is available at:
www.cardiff.ac.uk/cocom/equalityanddiversity/index

Applicants with Disabilities/ Specific Needs

All offers to study at Cardiff University are made solely on the basis of academic merit. Where applicants have specific requirements that relate to a disability or medical condition, they are encouraged to discuss these with relevant staff in order that appropriate arrangements can be made to ensure the University provides an accessible environment. Specifically, applicants are invited to contact the Disability Adviser who can provide information about the applications procedure, course delivery and access to the physical environment. Where appropriate, informal visits can be arranged in which applicants can view accommodation and meet academic staff.

The Disability Adviser can be contacted at:
Student Support Centre
50 Park Place, Cardiff CF10 3AT
Tel/Minicom: **+44 (0)29 2087 4844**
Email: disability@cardiff.ac.uk

The Application Procedure

The submission of an early application is advisable, preferably before 31 July of the year of entry.

Applications can be made online by visiting:
<http://www.cardiff.ac.uk/for/prospective/pg/apply/index.html>

We strongly recommend that you apply online if possible, giving you the opportunity to track the progress of your application.

For help with your application form please contact the University's Admissions team:

Email: Admissions@cardiff.ac.uk
Tel: **+44 (0)29 2087 9999**

Overseas Applications

If you are a student from outside the EU and wish to meet a representative from Cardiff Business School in your home country, you will be pleased to know that staff from the Business School travel overseas on a regular basis and will be available to counsel and interview you.

They regularly visit education exhibitions, as well as representative offices of the University in many different countries and will be happy to assist you with your application. If you have any queries about applying as an international student, please contact our postgraduate admissions office:

Email: carbs-pg-admissions@cardiff.ac.uk or
Tel: **+44 (0)29 2087 6953**

Useful Application Information

Cardiff University now offers an online application process which allows you to track the progress of your application. Full guidance notes are provided throughout the application process.

Your application is an important part of the admissions procedure. Applicants should therefore take considerable care in completing the application task in order to provide the information required in a clear way and to present themselves in the best light. We strongly recommend that you ensure that your application is completed in full to avoid any delays.

Applicants should enter in the relevant section of the application form the names and addresses of two persons from whom academic references can be obtained. Candidates should contact their chosen referees and ask for a reference to be sent to the Cardiff Business School. Referees' reports should give an opinion of the applicant's academic ability and suitability for the programme. Each report should be clearly marked with the programme title and should state the candidate's full name as given in the application process.



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Tel: 02920 876760
Email:
Foster-SwalesA@cardiff.ac.uk

To find out more about the Cardiff Business School please visit
our website at www.business.cardiff.ac.uk

Enquiries

Tel: +44 (0)29 2087 6953

Email: carbs-pg-admissions@cardiff.ac.uk

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