



**QUEEN'S  
UNIVERSITY  
BELFAST**

# **MANAGEMENT SCHOOL POSTGRADUATE PROGRAMMES 2019 ENTRY**

**TO PROGRESS  
AND LEAD**

**RUSSELL  
GROUP**



# WE EDUCATE LEADERS WHO MAKE A DIFFERENCE IN THE WORLD

Queen's Management School is one of the top business schools in the UK and Ireland and prides itself on a range of world-class postgraduate degree programmes in Accounting, Economics, Finance, Management, Human Resource Management and Marketing.

## WHY CHOOSE QUEEN'S MANAGEMENT SCHOOL?

Among the best in the world, Accounting and Finance is ranked 9th in the UK (Times and Sunday Times Good University UK Guide, 2019) and is joint 1st in the UK for career prospects (Guardian University Guide 2019).

In the Research Excellence Framework (REF 2014), we are ranked joint 8th in the UK for Research Intensity, with 70% of our research deemed to be world leading or internationally excellent.

## PURPOSE-BUILT FOR MANAGEMENT

Queen's Management School is located at Riddel Hall, situated within the Stranmillis Conservation Area adjacent to the main University campus. The site now encompasses a new, purpose-built Management School and Postgraduate and Executive Education Centre with conference facilities.

Riddel Hall provides the School with academic and support offices; postgraduate research rooms for students and research fellows; a range of fully equipped teaching facilities with varying capacities from small syndicate rooms to a 120-seat tiered lecture theatre; two computer suites; the Trading Room; the Placement Office; resource accommodation; flexible space for large group teaching and conference use; and communal support facilities including catering accommodation to encourage social and intellectual interaction.

MSC BUSINESS ANALYTICS IS A NEW PROGRAMME WITH TWO INTERNATIONAL SCHOLARSHIP AWARDS WORTH

**£10,000** EACH.

Terms and conditions apply.  
For more information please email  
[internationalscholarships@qub.ac.uk](mailto:internationalscholarships@qub.ac.uk)

## OUR DEGREE PROGRAMMES

[go.qub.ac.uk/pgbusiness](http://go.qub.ac.uk/pgbusiness)

### TAUGHT

Accounting and Finance  
Business Analytics  
Economics  
Finance  
Human Resource Management  
International Business  
Management  
Marketing  
Master of Business Administration (MBA)  
Quantitative Finance  
Risk and Investment Management

### RESEARCH

Accounting  
Economics  
Finance  
Management



## TRADING ROOM

Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions. The Trading Room is an interactive and exciting learning environment which brings textbook theory to life. Students will use and have access to software such as Stata, Excel, Matlab, and databases such as Thomson One Banker, DataStream and Bloomberg.

## STUDENT MANAGED FUND (SMF)

Students are invited to join the Student Managed Fund where they will have a unique opportunity to manage a real money investment portfolio of £30,000. Queen's Management School is one of only a handful of universities in the UK and Ireland to offer this experience which is a game changer when it comes to graduate employability.

## DEDICATED TO STUDENT EMPLOYABILITY AND NETWORKING OPPORTUNITIES

Our students benefit from a dedicated Placement Office which has established strong links with business partners providing internships and consulting projects.

- Helping start-up companies such as Cardinal Analytics and Pretty in Petite
- Students benefit from masterclasses with industry experts
- Employers inform our curriculum through employer liaison groups
- Employer visibility through studentships and prizes

Students are invited to many joint events with the Leadership Institute with prestigious speakers including Sam Woods, Director of Financial Stability at the Bank of England; Denis O'Brien, the leading Irish Telecoms Entrepreneur; Manus Cranny, European Markets Editor and News Anchor for Bloomberg TV; and former South African President FW de Klerk.

## ACCREDITATION

Many of our postgraduate programmes provide recognition or accreditation from the recognised professional body including:

**MSc Accounting and Finance**  
seven exemptions from the Chartered Institute of Management Accountants (ACCA) and the Chartered Institute of Management Accountants (CIMA) professional examinations.

**MSc Finance and MSc Quantitative Finance**  
both recognised by the CFA Institute University Recognition Programme

**MSc Risk and Investment Management**  
recognised by the Global Association of Risk Professionals and Professional Risk Managers' International Association

**MSc Marketing**  
accredited by the Chartered Institute of Marketing (CIM) and option to gain Google Analytics Qualification

**MSc Human Resource Management**  
accredited by the Chartered Institute of Personnel and Development (CIPD)

## WILLIAM J CLINTON LEADERSHIP INSTITUTE

The William J Clinton Leadership Institute at Riddel Hall brings world-class facilities, leading academics and industry experts together to deliver a high-end portfolio of executive education and leadership programmes. As specialists in executive education, we are dealing with the highest level of business people and their associated organisations.

## DIVERSITY

We have a diverse student body from around the world including, UK, Northern Ireland, China, Taiwan, Kazakhstan, Malaysia, India, Mauritius, Ecuador, Brazil, Canada, Vietnam, US, Nepal, Guyana, Pakistan, Azerbaijan, Ukraine, India, Norway, Bangladesh, Sri Lanka, Denmark, France, Germany, Italy and Romania.



# TAUGHT PROGRAMMES





# ACCOUNTING AND FINANCE (MSC)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree in a relevant subject (Accounting or Finance based) or equivalent qualification acceptable to the University.

Exceptional applicants with degrees in Engineering, Mathematics, Management, Economics or other relevant subjects can also be considered. All applicants must have sufficient relevant knowledge of and/or experience in basic Accounting.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English Language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,900

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time

## TEACHING TIMES

Morning/Afternoon

## OVERVIEW

### Why is this subject for you?

- You want to be able to speak 'the language of business' and understand financial decision-making and financial institutions.
- You want a career in areas such as accountancy, banking, consultancy or academia.
- You want to be taught and supervised by leading academics and you want exemptions from the Association of Chartered Certified Accountants (ACCA) professional examinations.

Accounting is the process of summarising, analysing and reporting financial transactions to permit informed judgements and decisions by users of the information. Finance looks at how company managers and investors make financial decisions, how they manage their risk, and how financial markets function.

The MSc in Accounting and Finance provides students with an understanding of both the theoretical framework and practical skills necessary to work in the global financial environment.

## CONTENT

The programme offers the opportunity to pursue appropriately advanced studies in both accounting and finance, equipping the students for careers in financial institutions, management consulting, industry or government bodies. The modules included in the programme aim to develop capacities of critical assessment of literature and methods, and the ability to communicate, orally and in writing, on topics in accounting and finance. They provide a stimulating suite of learning activities that introduce students to contemporary theories and practice.

The development of transferable skills will shape the teaching and learning on the programme. The successful completion of coursework, for instance, will require students to gather information from a range of sources, as well as select and assimilate the relevant knowledge and complete tasks within deadlines. The students will also acquire the ability to write projects and an MSc dissertation, which aims at developing the skills of reading and summarising academic articles. The students will be able to analyse financial statements, apply investment

strategies, and understand the role of accounting in both profit and not-for-profit organisations. The contents provided during the programme will also be useful to those who wish to pursue PhD studies in accounting and finance.

## Programme Modules

### Semester 1 (CATS)

- Financial Management (15)
- Principles of Corporate Finance (15)
- International Financial Accounting and Reporting (15)
- Case Studies in Accounting and Financial Management (15)

### Semester 2 (CATS)

- Accounting and Performance Management in Public-Sector and Not-For-Profit Organisations (15)
- Management Accounting and Control (15)
- Research Methods and Techniques (15)

### Semester 3

- Route 1 (60 CAT points)
- Traditional Dissertation (100%)

- Route 2 (60 CAT points)
- Academic Research Project

*Modules are subject to change.*

## ASSESSMENT

A variety of methods, including individual and group work, presentations, case studies, class tests and dissertation will be used. Both summative and formative assessment methods are adopted throughout all modules, which span from practical computer based work, to class tests, group and individual presentations and academic essays. Timely feedback is provided on the students' performance.

## CAREERS

This Master's programme provides the basis for both profession (and research) orientated careers, as well as skills and knowledge required to progress into management careers in the accounting and financial services. It opens a wide range of career opportunities in banking, accounting and auditing, government, corporate finance, investment analysis and academia.

## WHY QUEEN'S?

### Trading Room

The Corporate Finance module is taught in the Trading Room. Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions.

### Software

Students will use and have access to software such as Stata, Excel, Matlab, and databases such as Thomson One Banker, DataStream and Bloomberg.

### Accreditation and Exemptions

The programme is accredited by ACCA (the Association of Chartered Certified Accountants), the global body for professional accountants. Students will be exempt from exams F1 (Accountant in Business), F2 (Management Accounting), F3 (Financial Accounting), F4 (Corporate and Business Law), F5 (Performance Management), F7 (Financial Reporting) F8 (Audit and Assurance), and F9 (Financial Management).

The CIMA accelerated route will allow students to take the CIMA master's gateway assessment on completion of the MSc Programme. Exemptions are recognised for:

### CIMA Certificate Level

BA1 Fundamentals of Business Economics  
BA2 Fundamentals of Management Accounting  
BA3 Fundamentals of Financial Accounting  
BA4 Fundamentals of Ethics, Corporate Governance and Business Law

### CIMA Operational Level

P1 Management Accounting

### CIMA Management Level

P2 Advanced Management Accounting  
F2 Advanced Financial Reporting

Students who do not wish to take the gateway route are eligible for exemptions from the certificate level and will enter directly into the operational level objective tests of the CIMA professional qualification.

### Guest Speakers

Students have the opportunity to hear from industry professionals who regularly deliver guest lectures and have the opportunity to network afterwards.

### Student Managed Fund (SMF)

Students are invited to join the Student Managed Fund where they will have a unique opportunity to manage a real money investment portfolio of £30,000. Queen's Management School is one of only a handful of universities in the UK and Ireland to offer this experience which is a game changer when it comes to graduate employability.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

“The first-rate computer facilities, Bloomberg and DataStream access and programmes such as IBM SPSS enhanced my study experience and expanded my IT skills. Additionally the regular recruitment fairs and networking events have eased my entrance into the employment market.”

Sally Denton  
MSc Accounting and Finance

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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# BUSINESS ANALYTICS (MSC)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in any discipline to include one module in a quantitative area. Relevant employment experience in a quantitative area may be considered in lieu of a module in a quantitative area and will be considered on a case-by-case basis.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

An IELTS\* score of 6.5 with not less than 5.5 in each of the four component elements of listening, reading, speaking and writing taken within the last 2 years.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,100

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time

## TEACHING TIMES

Tools and techniques learned in the classroom context will be used to address real-life business problems. This will involve a mix of teaching methods to enable students to build the technical and business expertise required for a successful career in analytics. Modules will be taught in mornings and afternoons.

MSC BUSINESS  
ANALYTICS IS A NEW  
PROGRAMME WITH TWO  
INTERNATIONAL SCHOLARSHIP  
AWARDS WORTH

£10,000 EACH.

Terms and conditions apply.  
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## OVERVIEW

The increase in the volume, variety, and velocity of data creates opportunities for businesses to improve decision-making and develop new data-driven products and services. MSc Business Analytics has been developed to meet the demand for qualified professionals, who possess the necessary expertise to realise end-to-end business analytics solutions and are equipped to utilise data for business decision-making purposes.

The programme is built around the three core areas needed to succeed in analytics: business knowledge, statistics, and computing. This includes modules focusing on the application of analytics in core business functions such as marketing and human resources, modules focusing on developing and applying technical skills such as advanced analytics and machine learning, data management, and data-driven decision-making. In total, students will study eight modules in addition to pre-course training and a final dissertation project. The dissertation project will involve the application of the business, technical, and statistical skills learnt during the taught modules.

The programme will include an intensive induction course, where pre-course training in key statistics and computer skills will ensure students from a range of backgrounds have the necessary skills to undertake the course.

## CONTENT

### Semester 1

- Statistics for Business
- Data Management
- Advanced Analytics and Machine Learning
- Data-driven Decision-making

### Semester 2

- Artificial Intelligence in Business and Society
- Human Resources Analytics
- Marketing Analytics
- Operations Management

### Summer Semester

- Dissertation

*Modules are subject to change.*

## ASSESSMENT

Assessments will focus on both theory and practical application of business analytics, including the use of data to gain business

insights, the development of analytics solutions, essays and group work. It is anticipated that students will have approximately 30 hours direct academic contact time (drawing on methods outlined above) per module. In addition to the direct teaching hours per module, each student will normally be expected to spend approximately 120 hours on individual study time, plus time for assessment completion per module.

## CAREERS

The MSc Business Analytics will appeal to students who intend to pursue a career in a business analytics related field, such as data science, business intelligence, consultancy, informatics, or decision intelligence. The programme is aimed at graduates from a range of backgrounds, particularly students who have taken undergraduate degrees in areas from outside maths and computer science domains. Those with undergraduate degrees stemming from a diversity of backgrounds are welcomed. This could include areas such as business and management, accounting, finance, social sciences, psychology, and geography.

## WHY QUEEN'S?

### Industry Links

Developed by staff with industry and academic backgrounds, the course is tailored towards the key skills required to succeed in a business analytics role.

### Career Development

Industry reports show a global shortage for data scientists. Students will learn to use cutting edge and industry standard tools and techniques to enable career development.

### World-class Facilities

The MSc Business Analytics is taught in the landscaped setting of Riddel Hall which features excellent facilities, including a dedicated computer lab with the latest analytics software.

### Student Experience

Students will learn how to use state-of-the-art, industry standard software over the duration of the programme. This includes software such as R, SAS, KNIME, and Tableau.

### Innovative Teaching

With a background in industry and academia, Dr Graham specialises in helping businesses to gain benefits from the effective use of data for decision-making and new products and



processes. Dr Graham has industry experience in a major healthcare trust, where he specialised in healthcare informatics. He has also worked in data science consultancy for a Big Four firm. Dr Graham has industry expertise in data science across multiple sectors including healthcare, the legal industry, financial services, and retail. His current research focuses on the application of machine learning and other data science approaches to solve business problems.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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# ECONOMICS (MSc)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in Economics or a closely related subject (e.g. Business Economics, Finance, joint degrees with substantial economics component).

We welcome applications from a diverse range of backgrounds and may also consider previous work experience alongside lower academic qualifications. Prior experiential learning in a quantitative analysis, Maths or Finance based subject in lieu of academic qualifications will be considered on an individual basis under the University's RPL Policy ([go.qub.ac.uk/RPLPolicy](http://go.qub.ac.uk/RPLPolicy)). A formal interview, the submission of written work, exam or GMAT test may form a part of this procedure.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English Language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £17,600

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time

## TEACHING TIMES

Morning/Afternoon

## OVERVIEW

Economists are among the most influential thought leaders in 21st century life. They play a key role in helping us to understand the world around us and to make it function better. Many of our most challenging problems – global warming, poverty, rising inequality, public debt, the impact of the financial crisis – are economic in nature. The MSc at Queen's provides the advanced knowledge and skills to understand these and other issues and to prepare students for careers as economists or for further study towards a PhD.

The programme brings together a set of modules that aim to provide the student with a clear modern and post-crisis perspective on the 21st century global economy. This includes a sequence of modules in microeconomics founded on decision and game theoretic principles; developing a network perspective on socio-economic interaction in the 21st century global economy; a sequence of modules in institutional economic history that provide a historically informed perspective on the main macroeconomic policy instruments that are used in our global economy; and a sequence of modules that provide practical skills of data analysis and econometric techniques.

If you are interested in advanced study that is 'post-crisis' in structure and content, delivered at one of the UK's leading research universities, then this degree is for you. The programme builds on our established strengths in economic history, economic network theory and the quantitative analysis of economic and social policy, allowing students to combine a deep and wide-ranging understanding of the discipline with the opportunity to specialise in one of these three particular fields.

Seminars and masterclasses from expert guest speakers are an integral part of the programme. Under supervision, you will complete a dissertation involving a detailed quantitative analysis of a challenging theoretical or applied issue in economics.



## CONTENT

### Semester 1

- Economic Decision-making and Behaviour
- History and Philosophy of Economics
- Applied Econometrics
- Global Economic History

### Semester 2

- Economics of Markets and Networks
- Labour Economics and Social Policy
- Contemporary Macroeconomics
- Topics in Economics

### Summer Semester

Dissertation or consultancy-based project

*Modules are subject to change.*

## ASSESSMENT

Two thirds by written examination and continuous assessment. One third by dissertation which may take a variety of forms including a traditional academic based dissertation, industry analysis or work-based project.

## CAREERS

Well trained economists are highly sought after in the global marketplace and are employed by consultancy firms, financial institutions and other international businesses, as well as in the public sector and by national and international NGOs. Some students will wish to go on to PhD study in Economics in preparation for a career as an academic or research economist.

Graduates have gained employment as Economic Consultants and Assistant Economists in organisations like Aviva, Citigroup, Deloitte and KPMG, Oxford Economics, NERA Economic Consulting, First Derivatives, Morgan Stanley, Santander, RSM McClure Watters and the Foreign Commonwealth Office.

## WHY QUEEN'S?

**90% of Economics students were satisfied in 2018**

(NSS 2018: Overall satisfaction)

### Cutting-edge

Economics, and the way economics is taught, is changing. This programme, focuses on using cutting-edge economic analysis to understand the world today and our behaviour within it, places you at the forefront of this advance.

### Flexibility

You will cover all the core elements (compulsory modules) you need for an advanced understanding of economics and to develop your analytical and quantitative skill set, but you will also have the flexibility to tailor the course to your personal interests and career aspirations.

### Guest Speakers

In addition to working with Queen's own expert Faculty, students have the opportunity to learn from external international experts in their fields who come to Queen's to give seminars and masterclasses. You will also hear guest lectures from industry professionals, with opportunities to network afterwards.

### Software

Weekly training sessions in our state-of-the-art computer lab will help you to develop your data analytical skills using market-leading econometrics software such as Stata.

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## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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[qub.ac.uk/qms](http://qub.ac.uk/qms)

# FINANCE

(MSc)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in Finance, Mathematics, Economics, or other relevant quantitative subject. Science and Engineering disciplines will be considered where there is a significant mathematical component.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

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Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years. For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

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## FEES AND FUNDING

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International fees: £19,100

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Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time

## TEACHING TIMES

Morning/Afternoon.

## OVERVIEW

### Why is this subject for you?

- You have an interest in financial markets, institutions and financial decision-making.
- You want a career in the financial services sector or in academia.
- You want to be taught and supervised by leading academics.

You will explore how company managers and investors make financial decisions, how they manage their risk and how financial markets function. Your background may not necessarily be in finance, so this is a great opportunity to gain in-depth knowledge and practical understanding of financial markets and financial decision-making.

## CONTENT

### Semester 1

- Asset Pricing
- Corporate Finance
- Market Microstructure
- Research Methods in Finance

### Semester 2

- Derivatives
- International Finance
- Time-Series Financial Econometrics
- Money and Banking

### Semester 3

- Dissertation
- OR
- Applied Research Project

**Note:** each module is equal to 15 credit points, the dissertation is 60 credit points, 180 credit points in total.

*Modules are subject to change.*



## ASSESSMENT

Assessment is by a variety of methods, including individual coursework, group work, presentations, simulations, case studies, class tests, examinations and dissertation or applied research project.

## CAREERS

Successful students will have the necessary skills to launch careers in finance, including investment banking, commercial banking, investment management, or other financial intermediaries. For recent examples of where our alumni have secured employment, please see the School website.

## WHY QUEEN'S?

### Trading Room

Certain classes are held in the Trading Room. Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions.

### Software

Students will use and have access to software such as Stata, Excel, Matlab, and databases such as Thomson one banker, DataStream and Bloomberg.

### Accreditation

The programme has been accepted into the CFA Institute University Recognition Program showing that the programme aligns with the Candidate Body of Knowledge (CBOK) – the core knowledge, skills, and abilities that are generally accepted and applied by investment professionals throughout the world.

### Guest Speakers

Students have the opportunity to hear from industry professionals who regularly deliver guest lectures. Students have the opportunity to network afterwards.

### Student Managed Fund (SMF)

Students are invited to join the Student Managed Fund where they will have a unique opportunity to manage a real money investment portfolio of £30,000. Queen's Management School is one of only a handful of universities in the UK and Ireland to offer this experience which is a game changer when it comes to graduate employability.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

“The MSc Finance programme is academically demanding and intellectually challenging. It places strong emphasis on both theory and practical application. The lecturers are not only the best in their field but constantly inspiring. I gained in-depth knowledge on asset pricing, corporate finance, econometrics, and Bloomberg workstation. I also made some life-long friends and I highly recommend this programme to anyone considering a career in finance and investment.”

Tong Chen  
MSc Finance

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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Programme Director  
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[qub.ac.uk/qms](http://qub.ac.uk/qms)





# HUMAN RESOURCE MANAGEMENT (MSc)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in any discipline. Applicants with a 2.2 Honours degree or equivalent qualification acceptable to the University and sufficient relevant experience will be considered on a case-by-case basis. A formal interview, the submission of written work, exam or GMAT test may form a part of this procedure.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £7,000  
International fees: £19,100

For fees and funding information please see:

Fees: [gub.ac.uk/TuitionFees](http://gub.ac.uk/TuitionFees)

Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time or 2 years part-time

## TEACHING INFORMATION

You will learn through lectures, seminars, videos, case studies, skills workshops, as well as sessions delivered by guest speakers from industry.

You will be taught by world-class researchers in Human Resource Management and by experienced practitioners – evidenced by their CIPD Chartered and Fellowship membership status.

You will also benefit from Queen's Management School's wide-ranging industry networks, engaging with leading HR employers, professionals and experts who are guest speakers in a number of modules. Students will also benefit from links with the University's William J Clinton Leadership Institute, also based at Riddel Hall.

## OVERVIEW

Why is this subject for you?

- You want to become an expert in the field of Human Resource Management, and gain professional accreditation from the Chartered Institute of Personnel Development (CIPD).
- You want to advance your career in the HR-related field and have potential to gain employment in a range of roles such as HR analyst, HR adviser, HR generalist, HR manager, recruitment manager, careers adviser as well as positions in consultancy, trade unions and academic and policy research across all sectors.
- You have an interest in the importance of people management for the achievement of organisational success and you want the opportunity to apply learning to the real-world context and develop practical skills for working in a HR environment.

This Chartered Institute of Personnel and Development (CIPD) accredited MSc Human Resource Management is taught by a mixture of world-class researchers and experienced practitioners, and is designed to provide you with a high standard of knowledge and understanding of the current trends, opportunities and challenges facing HRM practitioners and researchers, as well as the skills to advance your career in an HR-related field. The programme's mixture of disciplinary rigour, academic expertise and applied focus equips you for work in a wide range of positions across the human resource management field.

The programme delivers a suite of modules that explore and critically assess relevant and contemporary HRM-related theories, research and HRM practice (see course modules). You will also have the opportunity to undertake a dissertation that involves the investigation and analysis of an HRM-related issue and provides you with an opportunity for an applied and in-depth study of organisations and the management of work. You can be assured that our MSc HRM course is at the forefront of research-led, practical and theoretically informed education.

## CONTENT

This programme consists of the following modules and a final dissertation.

### Semester One

- Human Resource Management in Context
- Human Resource Management Theory and Strategy
- Performance Management
- Rewards Management

### Semester Two

- Human Capital Development
- Managing Employment Relations
- Research Methods for Business
- Resourcing and Talent Management

### Summer Semester\*

Final Dissertation or Consultancy Based Report \*The dissertation often involves the investigation and analysis of a HRM-related issue within organisations and provides you with an opportunity for an applied and in-depth study of organisations and the management of work.

## ASSESSMENT

The programme draws on a variety of assessment methods including written assignments in both a business report and essay style, case study analysis, presentations, simulations and traditional examinations.

## CAREERS

The MSc programme prepares students for a range of HR-related roles in management and research such as HR analyst, HR advisor, HR generalist, HR manager, recruitment manager, careers adviser, as well as positions in consultancy, trade unions and academic and policy research across all sectors.

Recent graduates of the programme have gained employment with a number of organisations, including: First Derivatives, Moy Park Group, Power NI, Zurich Insurance, and Energia.

## WHY QUEEN'S?

### Accreditation

The programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD). The programme provides the necessary knowledge and understanding to be awarded Professional Membership of the CIPD at Associate, Chartered or Chartered Fellow levels.

### HR Future Insights Programme

The MSc programme offers the opportunity for you to participate in our HR Future Insights Programme which focuses on current and future trends and issues in HR and may include, for example, sessions on HR analytics, talent management, the changing make-up of the workforce, and conflict management and negotiation. The programme will offer you the opportunity to benefit from Queen's Management School's wide ranging industry networks and learn from key leaders in HR and the wider business community.

### Innovative Teaching and Assessment

Throughout the programme you will be subject to a variety of teaching and learning methods including lectures, seminars, videos, case studies, skills workshops and visiting speakers.

### Career Management Skills

The MSc will provide you with the opportunity to participate in career management sessions delivered by careers advisors and leading HR professionals in the field. These sessions will enable you to consider your career goals and how they can be achieved.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

“The MSc in Human Resource Management course was both an exciting and challenging year. The course content is directly applicable to HR practice and is recognised by employers as a profoundly specialist insight into the dynamics of people management. Engaging seminars, coupled with outstanding teaching, has made this course a fantastic place to start my HR career pathway.”

Callum Montgomery  
MSc Human Resource Management

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

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# INTERNATIONAL BUSINESS (MSC)

### ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in Business or Management. Applicants with degrees in other disciplines may also be considered, provided business or management modules formed a substantial component of their undergraduate degree.

We welcome applications from a diverse range of backgrounds so may consider previous work experience alongside lower academic qualifications. Prior experiential learning in business, management or marketing in lieu of academic qualifications will be considered on an individual basis. A formal interview, the submission of written work, exam or GMAT test may form a part of this procedure.

### INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

### ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

### FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,100

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

### DURATION

1 year full-time

## OVERVIEW

### Why is this subject for you?

- You realise that business is increasingly conducted in a global marketplace and wish to gain essential skills necessary to understand and manage business challenges and opportunities in such a setting.
- You want a career in organisations such as multinational corporations, international non-governmental organisations, multilateral international organisations, and consultancies, many of which have offices in Ireland.
- You want to be taught and supervised by leading, research active international business and management academics who provide an engaging learning environment.

International Business is focused on organisations that do not limit their operations to a single nation state, such as Citigroup and Google. The MSc programme in International Business considers why these organisations exist, how they are successful in the ever-changing global environment, and what their activities mean for the different countries in which they do business.

This programme provides students with the knowledge and skills required to survive and thrive in an increasingly interconnected world. Students will gain an understanding of the tools, techniques and practical skills associated with operating an organisation across borders, and an appreciation of the interactions between firms, governments and society in an international context.

## CONTENT

Students will study a combination of modules that address the increasingly integrated and interdependent global economy within which international business is conducted, and the core functional areas of business from an international perspective.

Modules are focused on core theories and contemporary issues related to international business strategy, accounting and financial aspects of international business, international supply chains and networks, human resource management, marketing, as well as supporting methods for business and research.



### Modules

#### Semester 1

- International Business Strategy
- The Multinational Enterprise
- Accounting in an International Environment
- Sustainable Supply Chains and Networks

#### Semester 2

- Global Human Resource Management
- International Marketing
- Research Methods and Techniques
- Global Innovation Management

#### Semester 3

- Dissertation or
- Consultancy Based Project or
- Academic Research Project + 2 modules taught in semester 3

Modules are subject to change.

## ASSESSMENT

Students may expect a variety of assessment types (reports, presentations, essays, tests) aimed to enhance skills development, critical analysis and capacity building. Students are also required to complete a dissertation.

## CAREERS

This programme provides the knowledge and skills which are sought by employers – SMEs focused on business intelligence, trade or business solutions, manufacturing companies, multinational enterprises, international institutions and NGOs and government agencies responsible for trade and investment – as well the consulting industry. Some students may wish to pursue an academic career through PhD study – in the last three years four of our students started academic careers in the UK and abroad.

#### One year after graduation

- Sales Assistant (Ireland)
- Trainee/Entry positions (UK, abroad)

#### Two years after graduation

- Recruitment Consultant (UK)
- Senior Associate (UK)
- PhD students (UK)
- Middle Office Analyst (UK, Ireland)
- PhD student/teaching assistant (UK, China)

#### Three years after graduation

- Business Research Analyst (UK)
- Portfolio Real Estate Executive (Malaysia)
- Associate - Forensic Services (UK)

- Purchasing manager (Vietnam)
- W Lounge Supervisor (United Arab Emirates)
- FDI Consultant (UK)
- Corporate Finance I&G Associate (UK)
- Associate in HR (UK)
- Marketing analyst (UK)

## WHY QUEEN'S?

### Internationally focused and career relevant

This programme offers business students an opportunity to gain in-depth knowledge with regard to global business. The modules undertaken in this programme reflect such a perspective with students best placed to take up employment within global organisations. Further, the good academic foundation provided in this programme may serve as a starting point for progression towards PhD studies at high quality universities.

The MSc International Business programme is run in a multicultural teaching environment with local and international students working and engaging together. The multinational environment coupled with the small class sizes allow for a very strong learning experience where key intercultural competences can be gained through various interactions.

### Engaging learning environment and diverse assessment

Teaching methods employed across this programme typically include lectures, workshops, tutorials, case studies, organisation visits, use of decision-making tools (eg Excel solvers and tools typically used in companies, interactive web or computer applications) and software demonstrations. Lectures are also often interspersed with discussion, group exercises and case studies which allow students to engage with theories and concepts and reflect on their application in practice.

In collaboration with Queen's Science Shop and links with the William J Clinton Leadership Institute, as well as guest lecturers from multinational companies, non-governmental organisations and local companies, our students are provided with regular insights into reality of business practices. Students may expect a variety of assessment types (reports, presentations, essays, exams) aimed to enhance skills development, critical analysis and capacity building.

“MSc International Business has been a course of excellent learning which helped me in broadening my vision and knowledge base. It covers a good range of disciplines such as international marketing, human resource management, global supply chain and it provided an opportunity for further specialisation in a field of interest. All the lecturers were amongst the best in their field of study and I found them to be very supportive. Lectures were engaging with group activities and discussions. I would always recommend this course from Queen's University Belfast to students who plan on becoming an entrepreneur, an academic or want to work for a multinational company.”

Ali Asif  
MSc International Business

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

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# MANAGEMENT

(MSc)

### ENTRANCE REQUIREMENTS

Normally a 2.2 Honours degree or equivalent qualification acceptable to the University in any discipline except Business or Management.

### INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

### ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen’s University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen’s University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

### FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,100

For fees and funding information please see:

Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

### DURATION

1 year full-time

### TEACHING INFORMATION

You will progress by expanding your knowledge through case studies, learning from visiting speakers from industry, engaging on site with major companies; and opportunities to engage with computer simulations, lectures, workshops and tutorials.

## OVERVIEW

### Why is this subject for you?

- You want to understand how organisations operate in today’s global marketplace and how the different functions of management (such as strategy and operations) link together.
- You have little or no prior experience in business or management but want a successful management career (this is a good conversion course for those students from other academic disciplines who want to widen their employment opportunities after graduating).
- You want to be taught and supervised by leading academics who use innovative teaching methods including a mini-consultancy project on a real-life issue.

Management is about working with and through others in an efficient and effective manner to achieve organisational goals.

The MSc in Management is aimed at students from a non-business or management background who want to either enhance their first degree or transition towards a successful management career. This programme educates students on the many facets of management while also developing important management skills such as critical thinking, problem-solving, and communication.

## CONTENT

Students must complete 60 CATS per semester. The award of MSc is based on the accumulation of 180 CATS.

### Semester 1

- Accounting (15 CATS)
- Finance (15 CATS)
- Operations Management (15 CATS)
- Marketing (15 CATS)

### Semester 2

- People Management (15 CATS)
- Research Methods and Techniques (15 CATS)
- Strategy Making for Managers (15 CATS)
- Global Innovation Management (15 CATS)

### Semester 3

- Dissertation (60 CATS)
- or
- Traditional Consultancy Project
- or
- Academic Research Project +2 modules taught in Semester 3

*Modules are subject to change.*



## ASSESSMENT

Assessment is by a variety of methods and can include individual coursework, group work, oral presentations, poster presentations, simulations, case studies, class tests, examinations and dissertation.

## CAREERS

Core management skills are highly sought after by employers in the private and public sectors. This MSc provides an opportunity for graduates to increase their employment and career prospects, giving themselves a competitive advantage in the graduate labour market.

Our graduates are now playing important roles in a wide range of careers including marketing, supply chain management, operations management, consultancy and general management.

Examples of employers include Aldi (Dublin), BAE Submarine Systems, BDO, Bombardier Aerospace, Centrica plc, Citigroup, Galway County Council, Jameson Whiskey, Lidl (Dublin), Lloyds of London, local and national government offices, PricewaterhouseCoopers, Randox Laboratories Ltd, Rolls Royce, SAP Software Solutions, The Central Bank of Ireland, Accenture, First Derivatives, Google and Amazon.

## WHY QUEEN’S?

### Innovative Teaching

Teaching methods include lectures, workshops, tutorials, case studies, industry speakers, organisation visits and computer simulations. Lectures are also often interspersed with discussion, group exercises and case studies which allow you to engage with theories and concepts and reflect on their application in practice. You will have opportunities to make presentations and to work on a variety of group tasks, both assessed and non-assessed, improving your communication and leadership skills.

### Employer Engagement

The programme offers a unique opportunity to engage with local organisations, through the module ‘Winning Markets’ which is taken in semester one. This mini-consultancy project runs over the course of the module and students, working in groups, are afforded the chance to present their actionable recommendations based on primary research, to the client company at the module end. These are real-life problems and not simulated for the purpose of assessment. Not-for-profit and charitable organisations have greatly benefited from the programme engagement.

### Diversity

The course attracts students from a range of academic backgrounds from languages to law, creating a stimulating social and learning environment. International students bring an exciting and diverse perspective to the overall programme; especially within group work.

*Queen’s Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

“The depth and breadth of business topics taught over the year is extensive and for students coming from a non-business background, it is great to get an insight into various areas of the business world. The use of both academic staff and industry experienced staff really enhances the learning experience and the support they provide throughout the course is excellent!”

Laura McAneney  
MSc Management

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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[qub.ac.uk/qms](http://qub.ac.uk/qms)



# MARKETING (MSc)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in any discipline.

We welcome applications from a diverse range of backgrounds so may also consider previous work experience alongside lower academic qualifications. Prior experiential learning in business, management or marketing in lieu of academic qualifications will be considered on an individual basis under the University's RPL Policy ([go.qub.ac.uk/RPLPolicy](http://go.qub.ac.uk/RPLPolicy)). A formal interview, the submission of written work, exam or GMAT test may form a part of this procedure.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £7,000  
International fees: £19,100

For fees and funding information please see:

Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## DURATION

1 year full-time

## TEACHING TIMES

Morning and afternoon

## OVERVIEW

### Why is this subject for you?

- You want to develop the skills and knowledge necessary to help build relationships with consumers and satisfy their requirements.
- You want a career in areas such as digital marketing, advertising, brand management, market research, public relations or academia.
- You want to gain exemptions from the Chartered Institute of Marketing (CIM) professional examinations.

Marketing is concerned with identifying and anticipating customer wants and needs and satisfying them, ensuring profitability for the company.

The MSc Marketing programme has been designed to equip the next generation of marketing professionals with the necessary conceptual, analytical and practical skills required by firms to compete in the hypercompetitive, dynamic and global marketplace that epitomises business today. The core philosophy running through the programme is that professional, contemporary and accountable marketing practice adds significant value to a firm's operation and performance.

The programme develops students financial, numerical and research skills and provides advanced study of contemporary marketing theory and practice through a range of specialised modules such as digital marketing and marketing analytics for managers.

## CONTENT

Students must complete 60 CATS per semester. The award of MSc is based on the accumulation of 180 CATS. The programme comprises eight taught modules plus the choice of a dissertation, a marketing internship and work-based research project, or an academic research project plus two additional modules.

### Semester 1

#### Compulsory modules

- Accounting for Managers (15 CATS)
- Finance for Managers (15 CATS)
- Marketing Management (15 CATS)
- Consumer Behaviour (15 CATS)

### Semester 2

#### Compulsory modules

- Research Methods for Business (15 CATS)
- International Marketing (15 CATS)
- Digital Marketing (featuring GAIQ) (15 CATS)

#### Elective modules (select 1)

- Marketing Analytics (15 CATS)
- Strategic Marketing (15 CATS)

### Semester 3 (select a total of 60 CATS)

- Marketing Internship and Work-based Research Project (60 CATS)
- Dissertation (60 CATS)
- Academic Research Project +2 modules (Contemporary Issues in Management and Business Governance and Ethics) (60 CATS)

*Modules are subject to change.*

\*Students can apply for a minimum 12 week paid internship as an alternative to the traditional MSc dissertation in Semester 3. It is imperative to note that the selection criteria will be determined by the host company and that the selection and recruitment process will be on a competitive basis. Where a candidate is not successful in their pursuit of an internship in a host company, he or she will automatically defer to the traditional MSc dissertation option.

## ASSESSMENT

Students will complete individual student assignments, oral presentations, group casework, examinations, computer-aided assessment, multiple-choice tests and research work. Other innovative assessment methods are incorporated as appropriate.

## CAREERS

Graduates with a solid knowledge of contemporary marketing thought and best practices, coupled with a solid grounding in marketing research methods, tools and applications, are likely to secure employment in the following areas:

- Customer relationship management
- Digital marketing
- Marketing and customer analytics
- Marketing management
- Research and consultancy

## WHY QUEEN'S?

### Accreditation

Accreditation has been gained from The Chartered Institute of Marketing (CIM) – the leading professional body for marketers worldwide which exists to develop the marketing profession, maintain professional standards and improve the skills of marketing practitioners. Upon successful completion of the MSc Marketing programme, students will have a number of exemptions from CIM professional examinations: marketing, strategic marketing, and marketing and consumer behaviour on registering for CIM student membership.

Students of the MSc Marketing programme will be registered as students with CIM and will have access to all CIM resources including webinars and Marketing Expert (additional fee will apply). Students will be able to attend local CIM branch events and seminars, which offer networking opportunities and the chance to keep abreast of current marketing thinking and practice.

### Marketing Internship and Work-based Research Project

Students have the opportunity to apply for minimum 12 week paid internship as an alternative to the traditional MSc dissertation in Semester 3. It is compulsory for students who secure an internship to submit a work-based research project as the final element of the MSc Marketing degree. This option provides students with the opportunity to apply and review academic and theoretical principles in practice. It also provides students with real-world experience of working in a marketing environment.

### Google Analytics Individual Qualification

The Digital Marketing (featuring Google Analytics) module encourages students to work towards a Google Analytics Individual Qualification (GAIQ). This is a signal to employers that our MSc Marketing students have both the theoretical and practical skills to compete. The examination fee will be reimbursed by the School (subject to attaining the award during the module).

### SAS Training

The Marketing Analytics for Managers module features SAS software. SAS Institute is a provider of tools, technologies and services focused on business analytics. A recent study shows SAS dominates the global advanced analytics market. This again is a signal to employers that our students have the theoretical, practical and industry-standard software skills to compete.

### Innovative Teaching

Teaching methods and learning may include lectures, tutorials, seminars, case studies, computer software demonstrations, non-book media (videos and podcasts), individual research, oral presentations, group projects, online discussion forums, industry visits, practitioner workshops, and internship opportunities.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

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## Semester 2

### Making Decisions 2 (Core):

Subjects: Marketing/Accounting and Financial Management for Decision Makers

### Organising and Implementing (Core):

Subjects: Strategic Management/ Leadership, Change and Organisation

### Integrating Knowledge 1 (Core):

Choose one elective (Social Innovation and Business Planning OR Business Analytics) / International Study Tour. The International Study Tour will incorporate both electives with visits and activities selected as appropriate. Students will be assessed on their study tour learning as part of the assessments within their chosen elective.

## Semester 3

### Integrating Knowledge 2 (Core):

Consulting Project Dissertation.

## ASSESSMENT

A combination of written examinations, continuous assessment and a dissertation thesis based on a three month consultancy research project. Continuous assessment methods include: individual and group essays, reflective essays on problem solving within professional experience, case study reports, presentations and assessed consulting challenges incorporating ‘board level’ presentations.

## CAREERS

Our MBA graduates are employed in a variety of management positions including:

- CEO- New business start-up (Ireland)
- Director – Global Consultancy (UK)
- Business Analysis and Management Consultant (USA, India, Thailand)
- International Marketing Manager (China)
- Financial Trader (Ireland)
- Head of R&D in Conservation (UK)

## OVERVIEW

The MBA is a career development programme for students with relevant postgraduate work experience. Students develop strategic management and leadership expertise, based on experiential and practical learning. Personal development, business ethics and sustainability, and international business practice form core aspects. Partners from leading business, public sector and non-profit organisations provide Distinguished Leadership talks, company projects and individual mentoring to our MBA students. Students choose a specialism in Business Analytics, or Business Planning and Social Innovation. A week long study visit to the USA, and an off-campus residential trip focused on team building and personal development contribute to this intensive journey of personal and professional development.

## CONTENT

### Leadership Programme:

#### Developing as a Manager and a Leader

A year long programme features training in personal development, participation in and leading high performing teams, presentation skills, communications and networking strategies. Coaching helps students identify and work on Personal Development challenges. Industry leaders present an ‘Ethical Leadership Challenge’ as part of this programme. This is offered by our William J Clinton Leadership Institute, based at Riddel Hall, which brings world-class facilities, leading academics and industry experts together to deliver a high-end portfolio of executive education and leadership programmes.

### Career Development

The MBA features a specific year long career development programme.

### Industry Engagement Programme

During the MBA, you will benefit from real-world experience and research based knowledge from a host of industry experts and academics

## Semester 1

### Making Sense of a Complex World (Core):

Subjects: Economic Environment/ Rethinking Capitalism

### Making Decisions 1 (Core):

Subjects: Operations Management/ Entrepreneurship

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in any discipline. All applicants will normally have a minimum of 5 years’ full-time, post-graduation employment experience, preferably in a management capacity. In certain circumstances 3 years’ experience may be considered. Applicants must provide a full and up-to-date Curriculum Vitae together with a detailed personal statement as part of the application process. Eligible applicants will be interviewed.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen’s University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen’s University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £21,500  
International fees: £21,500

For further fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## PLACES

50

## DURATION

1 year full time / 2 years part time

## TEACHING TIMES

In a typical week for a full-time student, you will have between 12-20 contact hours of teaching. Part-time students will have between 8-12 hours.

## MBA SCHOLARSHIP INFORMATION

Queen’s Management School is pleased to announce a number of MBA scholarships for September 2019. MBA are offering 3 Scholarships of £5,000, 4 Scholarships of £2,500 and 5 Scholarships of £1,000. To be eligible for these scholarships, a student must;

- Satisfy the eligibility conditions for the specific scholarship and the terms and conditions
- Have received an offer from Queen’s Management School on the MBA programme
- Be a self-funding student; and
- Submit an MBA Scholarship application form by 30th June 2019.

We will give you the opportunity to:

- Enjoy a city tour of San Francisco.
- Take a cultural excursion to the Napa Valley wine region.
- Meet leading entrepreneurs from global business start-ups.
- Gain insights from high-level executives from global multinationals.
- Learn about international business practice.
- Gain skills for leadership in a demanding global business environment.
- Be inspired and challenged.

## Privileged access to an inspiring network

At our Industry Masterclasses, leaders in their field meet with MBA students, presenting on their area of expertise. You will also receive automatic membership of the MBA Association of Ireland, which grants access to a range of networking opportunities.

## One-on-one career coaching

We offer coaching from a leading industry mentor, personal CV analysis and career advice and interview skills training.

*Queen’s Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

Mr Stephen Armstrong  
Queen’s Management School  
t: +44 (0)28 9097 5514/5515  
e: [qms@qub.ac.uk](mailto:qms@qub.ac.uk)  
[qub.ac.uk/qms](http://qub.ac.uk/qms)



# QUANTITATIVE FINANCE (MSC)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in Finance, Mathematics, Economics or other relevant quantitative subject. Science and Engineering disciplines will be considered where there is a significant mathematical component. Applicants with a high 2.2 Honours degree or equivalent qualification acceptable to the University and sufficient relevant experience will be considered on a case-by-case basis.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,100

For fees and funding information please see:

Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)

Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## PLACES

24

## DURATION

1 year full-time

## TEACHING TIMES

The programme will equip you with leading-edge quantitative and computational techniques and strategies used by leading firms and will prepare you for future careers in a quantitative finance, trading or the more general finance environment. The course bridges the gap between quantitative models and financial decision-making and many modules focus on learning through simulation.

## OVERVIEW

Why is this subject for you?

- You have an interest in quantitative finance.
- You want a career in areas such as trading, quantitative portfolio management, data analytics, risk management and academia.
- You want to learn through doing.

Studying quantitative finance looks at how mathematical, programming and statistical tools are used in the real-world for the analysis and modelling of financial data.

The programme will equip students with the cutting-edge quantitative and computational techniques and strategies utilised by leading financial firms and will prepare students for future careers in a quantitative finance, trading or more general finance environment. The course aims to bridge the gap between quantitative models and financial decision-making.

## CONTENT

### Semester 1

- Asset Pricing
- Corporate Finance
- Market Microstructure
- Research Methods in Finance

### Semester 2

- Computational Methods in Finance
- Derivatives
- Time-Series Financial Econometrics
- Trading Principles

### Semester 3

- Dissertation or
- Applied Research Project

*Modules are subject to change.*

## ASSESSMENT

End of semester exams, class tests, individual and group projects, oral presentations and case study investigations.



## CAREERS

Quantitative Finance graduates have gone into a range of roles, including;

- Trade Analyst in a global brokerage firm
- Financial Software Developer
- Operations Analyst in a global bank
- Portfolio Analyst in a private wealth management company
- Energy Trader in an independent energy group

## WHY QUEEN'S?

### Trading Room

The Trading Room is utilised in many modules and extra-curricular activities. Many classes are held in the Trading Room. Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions. Students learn through using UpTick and Oxyor simulations. The Trading Room allows for an interactive and exciting learning environment which brings textbook theory to life.

### Accreditation

The programme has been accepted into the CFA Institute University Recognition Program. It aligns with the Candidate Body of Knowledge (CBOK) – the core knowledge, skills, and abilities that are generally accepted and applied by investment professionals throughout the world.

### Student Managed Fund (SMF)

Quantitative Finance students are encouraged to join the Student Managed Fund to supercharge their future employability by having some real money investment experience. Queen's Management School is one of only a handful of universities in the UK and Ireland to offer this experience which is a game changer when it comes to graduate employability. Students manage a real money investment portfolio of £30,000.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

**“The Master’s provided me with unique access to the Trading Room, an excellent facility that was essential to my learning experience. Between learning how to use industry leading software like Bloomberg to being introduced to coding software, this room bridged the gap between academic learning and practical application, an experience that I will take with me into the world of employment.”**

David McClean

MSc Computational Finance and Trading  
2014-15 (now Quantitative Finance)

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

Dr Barry Quinn  
Programme Director  
Queen's Management School  
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e: [qms@qub.ac.uk](mailto:qms@qub.ac.uk)  
[qub.ac.uk/qms](http://qub.ac.uk/qms)



# RISK AND INVESTMENT MANAGEMENT (MSC)

## ENTRANCE REQUIREMENTS

Normally a 2.1 Honours degree or equivalent qualification acceptable to the University in Mathematics, Accountancy, Finance, Economics or other relevant quantitative subject. Science and Engineering disciplines will be considered where there is a significant mathematical component.

We welcome applications from a diverse range of applicants so will also consider previous work experience alongside academic qualifications. Prior experiential learning in Quantitative Analysis, Maths or Finance in lieu of academic qualifications will be considered on an individual basis. A formal interview, the submission of written work, exam or GMAT test may form a part of this procedure.

## INTERNATIONAL QUALIFICATIONS

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

## ADDITIONAL INFORMATION FOR INTERNATIONAL STUDENTS

International students wishing to apply to Queen's University Belfast (and for whom English is not their first language), must be able to demonstrate their proficiency in English in order to benefit fully from their course of study or research. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 6.5, with not less than 5.5 in any component, or an equivalent qualification acceptable to the University is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

## FEES AND FUNDING

UK/EU fees: £6,500  
International fees: £19,100

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

## PLACES

25

## DURATION

1 year full-time

## TEACHING TIMES

Modules are taught Morning and Afternoon

## OVERVIEW

### Why is this subject for you?

- You have an interest in risk management and financial regulation.
- You want a career in areas such as corporate risk, compliance, consultancy, or academia.
- You want exemptions from the Professional Risk Manager (PRM) exams.

Studying risk and investment management looks at how organisations and investors should understand, evaluate and address relevant risks to maximise the chances of their objectives being achieved.

The programme equips students with the cutting-edge risk management tools and strategies used by leading financial firms and regulatory bodies. Academics who teach on this programme are at the forefront of their fields and draw experience from time spent at other institutions such as the Bank of England, Harvard University and UCLA. Many also have relevant industry experience.

## CONTENT

The programme consists of eight compulsory modules and a dissertation or work-based research project.

### Semester 1

- Asset Pricing
- Corporate Finance
- Financial Regulation and Risk Management
- Research Methods in Finance

### Semester 2

- Credit Risk Management
- Derivatives
- Enterprise Risk Management and Risk Analytics
- Time-Series Financial Econometrics

### Semester 3

- Dissertation or
- Applied Research Project

**Note:** each module is equal to 15 credit points; the dissertation is 60 credit points; 180 credit points in total.

*Modules are subject to change.*

## ASSESSMENT

Assessment is by a variety of methods, including individual coursework, group work, oral presentations, simulations, case studies, class tests, examinations and dissertation or applied research project.

## CAREERS

Risk management is currently, and will continue to be, a hotspot for graduate recruitment. As many financial firms are substantially expanding their risk management functions, this Master's degree is likely to open a wide range of new and exciting career opportunities.

After graduation there is a wide variety of roles available for our students, some of which will suit those with mathematical skills who wish to utilise cutting-edge quantitative modelling techniques and work in collaboration with traders to develop bespoke financial products. Other roles involve portfolio and product risk management or monitoring firmwide business risks either in-house or as part of an external regulatory team. Graduates from this degree have quickly secured high-quality posts, most of which are in risk management functions.

The following are examples of employers:

- Allstate Insurance
- Apollo Aviation Management
- Aviva Insurance
- Bank of America
- Bank of China
- BlackRock Asset Management
- BskyB
- Caribbean Development Bank
- Celerion
- Central Bank, Ireland
- CitiGroup
- Danske Bank
- Dow Chemical Company
- Ernst and Young
- Financial Conduct Authority (UK)
- First Derivatives
- Global Financial Consultants, Singapore
- Lloyds Banking Group
- Mercer Plc
- New York Stock Exchange
- Permanent TSB
- Powergen, UK
- PwC UK
- Royal Bank of Scotland
- Single Electricity Market
- Towers Watson, London
- WR Berkley Insurance Europe

## WHY QUEEN'S?

### Trading Room

Certain classes are held in the Trading Room. Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions. The Trading Room allows for an interactive and exciting learning environment which brings textbook theory to life.

### Software

Students will use and have access to software such as Stata, Excel, Matlab, and databases such as Thomson One Banker, DataStream and Bloomberg.

### Accreditation

This course has an academic partnership with GARP (Global Association of Risk Professionals), helping prepare students for the Financial Risk Manager (FRM) examinations. This course is part of the PRMIA (The Professional Risk Managers' International Association) Risk Accreditation Program, giving students exemptions from Professional Risk Manager (PRM) exams I and II.

### Guest speakers

Students have the opportunity to hear from industry professionals who regularly deliver guest lectures. Students have the opportunity to network afterwards.

### Student Managed Fund (SMF)

Students are invited to join the Student Managed Fund where they will have a unique opportunity to manage a real money investment portfolio of £30,000. Queen's Management School is one of only a handful of universities in the UK and Ireland to offer this experience which is a game changer when it comes to graduate employability.

*Queen's Management School is committed to the continuous improvement and enhancement of all of its degree programmes. New modules may be developed and included to replace or enhance those which are mentioned here.*

“The modules taught on the programme provide varied and comprehensive insights into both investment and risk management. The degree also offers professional accreditation and prepares us extremely well for a career in finance.”

Tripti Sharma

MSc Risk and Investment Management

## APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

## CONTACT

Dr Clive Walker  
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Queen's Management School  
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e: [qms@qub.ac.uk](mailto:qms@qub.ac.uk)  
[qub.ac.uk/qms](http://qub.ac.uk/qms)



## RESEARCH PROGRAMMES





# ACCOUNTING

(PHD/MPHIL)

For Entrance Requirements, fees and other information, please see page 38.

## OVERVIEW

The Accounting group’s research strengths range from accounting change to accounting education, and from performance measurement to financial accounting, using both quantitative and qualitative research techniques. The group has a particular interest in public sector and not-for-profit organisations.

Aside from gaining close research advice and direction from their supervisors and other academics in the group, research students benefit from attending courses and tailor-made reading groups to complete their background preparation in accounting.

Queen’s Management School prides itself on research-led teaching and offers its research students experience as teaching assistants in a variety of undergraduate courses.

Students regularly attend the School’s various seminar series, which attract leading academics from around the world. Students also present their work at these events, gaining invaluable advice and preparation for the academic job market.

Particular research strengths include:

- Accounting and performance measurement in multinational companies
- Accounting quality and corporate governance
- Accruals accounting in public sector organisations
- Ethics and accounting education
- Governance in charities
- Management/accounting change in the public sector
- Performance measurement/management in charities
- Performance measurement/management in public sector organisations
- Private Finance Initiative (PFI) contracts and Public-Private Partnerships (PPP)
- Short-termism and corporate governance
- Use of the case study approach in accounting education



## WHY QUEEN’S?

### Research Excellence

In its analysis of the 2014 Research Excellence Framework results, the Chartered Association of Business Schools positioned Queen’s Management School at 9th place out of 101 UK business and management schools for research intensity.

Staff members are published in top ranked academic journals, regularly attract competitive research funding, act as journal editors and sit on the editorial advisory boards of journals.

The School has a proven track-record of placing its PhD graduates in tenure-track research and teaching posts at top universities in the UK and elsewhere.

### International Orientation

At any one time the School can have up to 60 students undertaking a PhD.

The mix of international students and staff is very diverse with representation from Bulgaria, China, Cyprus, France, Germany, India, Ireland, Italy, Jordan, the Netherlands, Northern Ireland, Pakistan, Russia, Serbia, Saint Lucia, Saudi Arabia, Taiwan, Turkey, Great Britain, United States, and Zimbabwe.

### Outstanding Opportunities

Great effort is made to provide graduate students with the research competencies to undertake innovative and scholarly work in their chosen fields.

Students participate actively in the research seminars of the School and University, attend conferences and participate in external academic networks.

Teaching opportunities are commonly made available for doctoral researchers to provide further experience and learning so as to best prepare students for a career in leading higher education institutes.

### World-class Facilities

PhD students are based in shared offices in Riddel Hall, a listed building with state-of-the-art facilities.

### Funding Options

Our PhD programmes can either be self-funded or funded through various bursaries and scholarships, which will be advertised on the School’s website.

## APPLY NOW

[go.qub.ac.uk/pgapply](https://go.qub.ac.uk/pgapply)

## CONTACT

PhD Administrator  
Queen’s Management School  
e: [qmspgr@qub.ac.uk](mailto:qmspgr@qub.ac.uk)



## ECONOMICS

(PHD, MPHIL)

For Entrance Requirements, fees and other information, please see page 38.

### OVERVIEW

The Economics group's research strengths cover economic theory, applied economics and econometrics. The group has a particular interest in game theory and economic history.

Aside from gaining close research advice and direction from their supervisors and other academics in the group, research students benefit from attending courses and tailor-made reading groups to complete their background preparation in economics.

Queen's Management School prides itself on research-led teaching and offers its research students experience as teaching assistants in a variety of undergraduate courses.

Students regularly attend the School's various seminar series, which attract leading academics from around the world. Students also present their work at these events, gaining invaluable advice and preparation for the academic job market.

### RESEARCH STRENGTHS

Particular strengths include:

#### Economics of Networks and Institutions

- Institutional and relational economics
- Social networks
- Strategic formation of coalitions and networks

#### Business, Economic and Financial History

- Banking crises
- Crime and conflict
- Political economy
- Methodology and history of economics

#### Empirical Economics and Econometrics

- Behavioural and experimental economics
- Economics of education
- Financial econometrics
- Health economics
- Labour economics and social policy
- Panel data

#### Development Economics and Economic Growth

- Demography and economic growth
- Entrepreneurship
- Long-run development



### WHY QUEEN'S?

#### Research Excellence

In its analysis of the 2014 Research Excellence Framework results, the Chartered Association of Business Schools positioned Queen's Management School at 9th place out of 101 UK business and management schools in its ranking by research intensity.

#### World-class Facilities

PhD students are based in shared offices in Riddel Hall, a listed building which has recently been refurbished to house the School and which provides students with state-of-the-art facilities in a truly remarkable setting.

“My research focuses on the entrepreneurial function in socially structured economies. I use insights from network science to explain the economic prosperity and demise of individuals, firms and markets. The resources provided are fantastic, especially in the areas of game theory and economic history. The programme is small, which allows me frequent contact with my supervisors and other academics.”

Owen Sims  
PhD student

### APPLY NOW

[go.qub.ac.uk/pgapply](https://go.qub.ac.uk/pgapply)

### CONTACT

PhD Administrator  
Queen's Management School  
e: [qmspgr@qub.ac.uk](mailto:qmspgr@qub.ac.uk)



## FINANCE (PHD/MPHIL)

For Entrance Requirements, fees and other information, please see page 38.

### OVERVIEW

The Finance group's research strengths cover finance and financial history, financial markets and institutions, and not-for-profit financial institutions. The group has a particular interest in not-for-profit organisations and in financial history. Research students benefit from attending courses and tailor-made reading groups to complete their background preparation in finance.

Queen's Management School prides itself on research-led teaching and offers its research students experience as teaching assistants in a variety of undergraduate courses. Students regularly attend the School's various seminar series, which attract leading academics from around the world. Students also present their work at these events, gaining invaluable advice and preparation for the academic job market.

### RESEARCH STRENGTHS

Particular strengths within each of these three areas are as follows:

#### Finance and Financial History

- Corporate finance
- Corporate governance and corporate law
- Historical asset pricing
- Financial crises, manias and bubbles
- UK equity markets in the 19th and 20th centuries
- UK financial institutions in the 19th and 20th centuries

#### Financial Markets and Institutions

- Capital structure behaviour in UK-quoted firms
- Demographic change and international capital flows
- Equity, bond, foreign exchange and derivative markets
- Long memory, heterogeneity and trend-chasing in financial prices
- Price discovery in bond markets

#### Not-for-profit Financial Institutions

- Credit unions
- Diversification options for not-for-profit financial institutions
- Efficiency and performance of not-for-profit financial institutions
- Networks and co-operation benefits for not-for-profit financial institutions



### WHY QUEEN'S?

#### Research Excellence

In its analysis of the 2014 Research Excellence Framework results, the Chartered Association of Business Schools positioned Queen's Management School at 9th place out of 101 UK business and management schools in its ranking by research intensity.

#### World-class Facilities

PhD students are based in shared offices in Riddel Hall, a listed building which has recently been refurbished to house the School and which provides students with state-of-the-art facilities in a truly remarkable setting.

“My research examines how company financing has changed over time. I am also looking into the rise and decline of the UK's provincial stock markets. My experience of studying for a PhD has been very rewarding. The resources available are outstanding and the research supervision from academic staff is incredibly helpful. I think that Queen's Management School provides a stimulating environment that encourages its students to strive for the very best.”

Meeghan Rogers  
PhD student

### APPLY NOW

[go.qub.ac.uk/pgapply](http://go.qub.ac.uk/pgapply)

### CONTACT

PhD Administrator  
Queen's Management School  
e: [qmspgr@qub.ac.uk](mailto:qmspgr@qub.ac.uk)



# MANAGEMENT

(PHD/MPHIL)

For Entrance Requirements, fees and other information, please see page 38.

## OVERVIEW

The Management group’s research strengths range from entrepreneurship to human resource management, and from marketing to public sector management.

Aside from gaining close research advice and direction from their supervisors and other academics in the group, research students benefit from attending courses and tailor-made reading groups to complete their background preparation in business and management sciences.

Queen’s Management School prides itself on research-led teaching and offers its research students experience as teaching assistants in a variety of undergraduate courses.

Students regularly attend the School’s various seminar series, which attract leading academics from around the world. Students also present their work at these events, gaining invaluable advice and preparation for the academic job market.

## RESEARCH STRENGTHS

The group’s research theme is studied from different perspectives and disciplines across four substantive fields:

**Entrepreneurship, Innovation and Creativity**  
This group is currently focused on the analysis of entrepreneurial finance (venture capital, business angels, private equity), the dynamics of innovation processes in small firms, innovation, organisational change and development, regional migration flows and demographic change, clusters, inter-firm relations, and business development and the relationship between entrepreneurial business development and regional economic development and policy.

**Human Resource Management and Workplace Change**  
This group explores the nature and origins of successful workplace performance. Research covers a range of topics, including social partnership and wage determination, financial systems and workplace innovations, new forms of employment dispute resolution, employee voice and silence in modern workplaces, talent management, information systems for managers, and new models of international human resource management.

**Marketing, International Business, Supply Chain Management and Strategy**  
This group explores how firms gain and sustain competitive advantage in an increasingly international and network-based economy. Research topics include the management of the multinational firm, managing knowledge in international business networks and managing institutional and cultural differences, strategies in emerging and developing economies, international marketing and R&D strategies, and experimental business model analytics. This group also has research interest in supply chain management, particularly with respect to supply chain risks and sustainable, green supply chains.



**Public Sector Management**  
This group focuses on ongoing changes in the procurement of public sector infrastructure and the delivery of public services in a national and international context. A special area of interest centres on public-private partnerships, joint provision and innovation in areas such as health, public safety and education. Concomitant with the challenges posed by these changes, the group also has a strong interest in public sector risk management.

## WHY QUEEN’S?

**Research Excellence**  
In its analysis of the REF 2014 results, the Chartered Association of Business Schools positioned Queen’s Management School at 9th place out of 101 UK business and management schools in its ranking by research intensity, 13th place when controlling for the size of the Faculty and 12th place in its overall sum of rankings measure.

Staff members are published in top-ranked academic journals, regularly attract competitive research funding, act as journal editors and sit on the editorial advisory boards of journals.

The School has a proven track-record of placing its PhD graduates in tenure-track research and teaching posts at top universities in the UK and elsewhere.

**Outstanding Opportunities**  
Great effort is made to provide graduate students with the research competencies to undertake innovative and scholarly work in their chosen fields.

Students participate actively in the research seminars of the School and University, attend conferences and participate in external academic networks.

Teaching opportunities are commonly made available for doctoral researchers to provide further experience and learning so as to best prepare students for a career in leading higher education institutes.

**World-class Facilities**  
PhD students are based in shared offices in Riddel Hall, a listed building which has recently been refurbished to house the School and which provides students with state-of-the-art facilities in a truly remarkable setting.

**Funding Options**  
Queen’s Management School’s PhD programmes can either be self-funded or funded through various bursaries and scholarships, which will be advertised on the School website.

“My research looks at cooperation between traditionally rivalrous trade unions in light of contemporary competitive pressures such as firm relocation. The diversity of research interests and academic training offered within Queen’s Management School gave me the freedom to study an area that really interests me. My supervisors have been invaluable in shaping the quality of my research and helping me build a solid foundation for my future academic career.”

Ruth Reaney  
PhD student

APPLY NOW  
[go.qub.ac.uk/pgapply](https://go.qub.ac.uk/pgapply)

CONTACT  
PhD Administrator  
Queen’s Management School  
e: [qmspgr@qub.ac.uk](mailto:qmspgr@qub.ac.uk)



# RESEARCH PROGRAMMES

## ADDITIONAL INFORMATION

### HOW TO APPLY FOR PHD STUDY

Students wishing to apply to the School for PhD study are strongly encouraged to make contact with the School in advance of their application.

#### Contact for further information

Mr Stephen Armstrong  
Queen's Management School  
t: +44 (0)28 9097 5514/5515  
e: [qms@qub.ac.uk](mailto:qms@qub.ac.uk)  
[qub.ac.uk/qms](http://qub.ac.uk/qms)

### ADMISSION TO PHD

Admissions onto the Queen's Management School PhD programme is subject to stringent entrance criteria, the submission of a proposal outlining your intended line of research, references and, where appropriate, proof of linguistic and academic ability.

#### Academic entry qualifications:

Normally a UK 2.1 Honours degree (or equivalent qualification acceptable to the University) and a UK Master's degree in a relevant discipline with a final result of 60% (or equivalent qualification acceptable to the University).

Applicants who hold a UK 2.2 Honours degree (or equivalent qualification acceptable to the University) may be considered if they hold a UK Master's degree in a relevant discipline with the results stipulated above (or equivalent qualification acceptable to the University). Evidence of relevant professional experience and/or attendance at interview may be required in such cases.

#### Research proposal

Queen's Management School will only accept applications where there exists sufficient research expertise, so as to ensure that students are properly supervised. Prospective applicants are encouraged, in the first instance, to consult the Management School's webpage to identify potential supervisors for your work.

The best proposals are typically those developed in consultation with a member of academic staff.

When making contact with a member of academic staff, you might at first send a very short synopsis (of approximately 150 words) of your proposed research area. On the basis of this short outline, they will be able to tell you whether they, or the School, have sufficient expertise to supervise your topic, and whether a fuller application is worthwhile.

Once you have identified a member of staff who is interested in your research ideas, you should prepare a research proposal of no more than 2,000 words (excluding bibliographical references).

A good proposal will have the following characteristics:

- Introduces the chosen study area and key research question or questions.
- Discusses the nature, scope and methodology of the study.
- Outlines the relevance or importance of the study.
- Contains a preliminary literature review.

We reserve the right to check any submitted proposal for originality.

#### English language proficiency

International students (where English is not their first language), must be able to demonstrate their proficiency in English. Non-EEA nationals must also satisfy UK Visas and Immigration (UKVI) immigration requirements for English language for visa purposes.

Evidence of an IELTS\* score of 7.0, with not less than 6.0 in any component is required.

\*Taken within the last 2 years.

For more information on English language requirements for EEA and non-EEA nationals see: [go.qub.ac.uk/EnglishLanguageReqs](http://go.qub.ac.uk/EnglishLanguageReqs)

If you need to improve your English language skills before your study, our partner INTO Queen's University Belfast offers a range of English language courses: [www.intohigher.com/qub](http://www.intohigher.com/qub)

#### International Qualifications

For information on international qualification equivalents, please see: [go.qub.ac.uk/YourCountry](http://go.qub.ac.uk/YourCountry)

### FEES AND FUNDING

UK/EU fees: £4,327 per year  
International fees: £16,300 per year

Students who are able to are welcome to self-fund their PhDs but their proposals will be subject to the same procedures of assessment as other applicants.

Students can also apply for AHRC (Northern Bridge) and DEL scholarships.

For fees and funding information please see:  
Fees: [qub.ac.uk/TuitionFees](http://qub.ac.uk/TuitionFees)  
Funding: [go.qub.ac.uk/pgfunding](http://go.qub.ac.uk/pgfunding)

### MODE OF STUDY/ DURATION

Registration is on a full-time or part-time basis, under the direction of a supervisory team appointed by the University. You will be expected to submit your thesis at the end of three years of full-time registration for PhD, or two years for MPhil (or part-time equivalent).

### RECENT PROJECTS

#### Economics

Progress and the Lack of Progress in Addressing Infant Health and Infant Health Inequalities in Ireland during the 20th Century  
Principal Investigator: Mark E McGovern

Trends in Genetically Engineered Crops' Approval Times in the United States and the European Union  
Investigators: Richard Danvers Smart, Matthias Blum and Justus Wessler

#### Finance

The Adaptiveness in Stock Markets: Testing the Stylized Facts in the DAX 30  
Investigators: Xuezhong He and Youwei Li

Extracting Forward Rate Term Structure Information in Foreign Exchange  
Investigators: Fearghal Kearney, Mark Cummins and Finbarr Murphy

#### Management

Do Recessions Transform Work and Employment? Evidence from Ireland  
Investigators: Bill Roche and Paul Teague

Human Resource Management in Multinational Enterprises: Understanding How Irish and Foreign Firms Behave  
Investigators: Anthony McDonnell, Jonathan Lavelle and Patrick Gunnigle

#### Accounting

Transparency in Reporting on Charities' Efficiency: A Framework for Analysis  
Investigators: Noel Hyndman and Danielle McConville

Justifying Accounting Change Through Global Discourses and Legitimation Strategies. The Case Of The UK Central Government  
Investigators: Noel Hyndman and Mariannunziata Liguori

### YOUR FUTURE

Graduates from Queen's Management School go on to make a positive contribution to business in the UK, Ireland and internationally. Some of our graduates choose further study where they engage in leading-edge research that fosters new ideas.



Queen's Management School graduates are very successful at securing either work or further study within six months of finishing their degree programme. Our graduates go on to work for a large variety of prestigious organisations.

### CAREER JOURNEY

**Name:** Mark Quinn  
**Degree:** MSc Quantitative Finance  
**Years at Queen's:** 2013/2014  
**Current Job Title:** Operations Analyst within Asset Servicing, Citigroup

"I acquired and developed many skills at Queen's Management School, the most important being research and investigative skills. I use this on a daily basis now in my role in Citigroup, reconciling events, investigating stock breaks and trade discrepancies. I was attracted to Queen's as I previously did my undergraduate degree here and I knew the quality of the lecturers and facilities. Studying at Queen's allowed me to focus on subjects of interest including capital markets, trading and investment and this has undoubtedly helped me with my career to date. The Trading Room gave me first-hand experience of working with leading-edge software used in the financial industry in a practical learning environment."

### FACILITIES

#### Trading Room

Students have access to Bloomberg software, a market leader in financial news, data and analytics, which is used by many financial institutions. The Trading Room allows for an interactive and exciting learning environment which brings textbook theory to life. Students will use and have access to software such as Stata, Excel, Matlab, and databases such as Thomson One Banker, DataStream and Bloomberg.

The award-winning **McClay Library** has 2,200 reader seats in a mixture of formal and informal spaces, and offers places for quiet study and significant provision for group work. Its iconic CS Lewis Reading Room, a serene reading space, is the Library's magnificent centrepiece: decorated with glass-engraved quotations from the Belfast author's works, it is also home to a hand-carved replica of the famous wardrobe door from 'The Chronicles of Narnia'.

**The Graduate School** offers a unique facility for postgraduate students by providing a range of support services including skills development workshops and events to add value to your student experience. The Graduate School aims to support postgraduates in the development of transferable skills that can be applied to their study and future career.





#### A RUSSELL GROUP UNIVERSITY

As a member of the Russell Group, we are one of the UK's 24 leading universities, providing our students with a world-class education underpinned by world-class research. Queen's researchers work closely with more than 250 universities around the world.

#### RESEARCH AND TEACHING EXCELLENCE

Our teaching quality is recognised as being of the highest standard. Queen's students are taught by academics who are informed by the latest discoveries in their fields. The University has won five Queen's Anniversary Prizes for Further and Higher Education, for world-class achievement in green chemistry, environmental research, palaeoecology, law and for Northern Ireland's Comprehensive Cancer Services (CCS) programme. The latest UK Research Excellence Framework 2014 revealed that all academic areas at Queen's have research assessed as 'world leading', and the University's research strengths are reflected in the quality of our teaching.

#### WORLD-CLASS CAMPUS

Queen's has one of the most modern campuses in the UK, including the award winning McClay Library, one of the finest libraries in the world and home to 1.2 million volumes and 2,000 reader places.

Other highlights include our new-look Students' Union, and the state-of-the-art Physical Education Centre – used as a training camp for the 2012 Olympics. Queen's Elms Student Village or the brand new city centre accommodation Elms BT1 and Elms BT2 are located within easy walking distance of the University.

#### TRAINING AND DEVELOPMENT

The Graduate School offers a tailored development programme to help inspire and empower you to reach your full potential. It is embedded within a continuous process of reflection and self-evaluation.

- Inspire you through access to thought leaders
- Develop your skills through an individual training programme
- Apply these skills and knowledge through real-world challenges

Throughout the academic year, the Graduate School runs a series of social and networking events to allow students to connect with diverse perspectives from across the University.

Visit [www.qub.ac.uk/graduate-school](http://www.qub.ac.uk/graduate-school)





# ABOUT BELFAST AND NORTHERN IRELAND

Belfast itself is a fun city on the current 'Must See' destination lists. It is also the safest region in the UK (British Crime Survey 2015/16). Awash with enthusiasm, culture and that famous Irish friendliness, students can also explore:

- Game of Thrones' film location and activity tours.
- Beautiful scenery and outdoor adventures such as the Giant's Causeway or hiking in the Mourne Mountains.
- Titanic Belfast is World's Best Visitor Attraction (World Travel Awards 2016).
- Great entertainment and nights out; a buzzing arts and social scene from festivals, theatre and international events to historic pubs, stylish bars and brilliant shopping.
- Northern Ireland: happiest place in the UK (Office of National Statistics 2016) alongside the lowest student rent in the UK (Marbles.com, 2018).
- The rest of the UK, Ireland and Europe with accessible airport and transport links to most major cities.



BELFAST VOTED  
**NUMBER 1 REGION**  
IN THE WORLD TO VISIT IN 2018  
(LONELY PLANET, 2017)



**NORTHERN IRELAND IS THE  
HAPPIEST PLACE IN THE UK**  
(Office of National Statistics, 2016)



**LOWEST STUDENT COST  
OF LIVING IN THE UK**  
(Which? University 2018)



**TITANIC BELFAST MUSEUM  
WORLD'S BEST VISITOR  
ATTRACTION**  
(World Travel Awards 2016)



**GAME OF THRONES  
FILM LOCATION AND  
ACTIVITY TOURS**



**MOURNE  
MOUNTAINS**



Information is correct at time of print and is subject to change (March 2019). For current information, please visit [go.qub.ac.uk/coursefinder](http://go.qub.ac.uk/coursefinder)



**QUEEN'S  
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BELFAST**

**MANAGEMENT  
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