

MBS IN CO-OPERATIVE AND SOCIAL ENTERPRISE

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INFORMATION BOOKLET



UCC

Coláiste na hOllscoile Corcaigh, Éire
University College Cork, Ireland

MBS IN CO-OPERATIVE AND SOCIAL ENTERPRISE

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MBS IN CO-OPERATIVE AND SOCIAL ENTERPRISE
(Masters in Business Studies)

WHAT IS THE MBS?

The MBS degree in Co-operative and Social Enterprise is a full time programme taken over one calendar year from the date of registration or part-time over two calendar years and is designed to prepare graduates interested in pursuing or developing a professional or voluntary career in the co-operative or social enterprise field.

WHAT ARE THE AIMS OF THE MBS?

The main aims of the MBS in Co-operative and Social Enterprise are to:

- equip graduates for management careers and/or voluntary service at senior level in a wide range of co-operatives and social enterprises
- equip participants with the specific knowledge and skills they will need to be able to participate meaningfully and effectively at leadership level in the decision-making, management and entrepreneurial processes of co-operatives and social enterprises
- develop the capacity of both voluntary and salaried senior practitioners in co-operative and social enterprises to respond creatively to the needs and problems of the wider community and society
- provide adults, combining family responsibilities and full-time jobs, with access to postgraduate and personal development opportunities in the co-operative and social enterprise field

WHAT ARE THE LEARNING OBJECTIVES?

- To enable students to develop an in-depth, focussed knowledge of the field of co-operative and social enterprise
- To assist students to appraise critically the multiplicity of strategies, skills and approaches in the co-operative and social enterprise field
- To equip students in choosing optimal courses of action for specific situations in co-operative and social enterprises
- To integrate and deepen student knowledge of the various sectors within the co-operative and social enterprise field

WHAT ARE THE LEARNING OUTCOMES?

On successful completion of this programme, students should be able to:

- think critically about social and economic problems and have the confidence to propose organisational solutions
- articulate the role of co-operatives and social enterprises in the creation of an alternative economic system to a wide range of audiences, including the public, private and third sectors, as well as society in general
- participate meaningfully and effectively at leadership level in the decision-making, management and entrepreneurial processes of co-operatives and social enterprises
- apply the specific marketing, governance and management skills necessary in co-operatives and social enterprises
- appraise critically the multiplicity of activities, strategies, skills and approaches in the co-operative and social enterprise field
- choose optimal courses of action for specific situations in co-operative and social enterprises
- discuss and debate professional opinion on the functioning and roles of co-operatives and social enterprises with their colleagues
- research and report analytically on different types of co-operative and social enterprise.

WHAT DO GRADUATES SAY ABOUT THE COURSE?

"I found that through my study of the MBS course content, I gained a fresh appreciation of the co-operative model. This has allowed me to be more innovative and objective in my working environment. It has alerted me to the benefits of a member owned and operated business model, merits of which are becoming increasingly more relevant in our changing economic environment.

On a practical level, having the course delivered entirely online is ideal and groundbreaking. It gave me the opportunity to pursue additional studies which otherwise would not have been feasible for me."

***Marie O'Shea,
Business Development Executive,
Pierse & Fitzgibbon Solicitors.***

"I have found that the MBS Co-operative and Social Enterprise complemented my work as a Development Officer. I have gained new insights into the community development process and into how social enterprises operate by combining these learning experiences. The co-operative process continually emphasises the importance of organisations being people and member-centred."

***Brenda Keating,
Development Officer.***

"I found the subjects studied for the MBS very relevant to current issues facing credit unions. Research for the Minor Thesis enabled me to gain in-depth knowledge, from the personal experiences of others, on my chosen topic which could be used by Credit Unions or Social Enterprises."

***Susan Keating,
Credit Union Chairperson,
The Lough Credit Union.***

"I graduated in December 2007 having studied part time for two years for the MBS in Co-operative & Social Enterprise. I recommend the course to all Credit Union personnel as well as any person interested or working in the Co-operative movement.

Throughout the two years I found that there was a brilliant support available from all in the Centre for Co-operative Studies in UCC as well as a friendly face to meet or ear to listen when I called in or contacted the centre. There is a wealth of information and resources available at the Centre's library and I would recommend a visit if possible. Even though the course is delivered over the internet, it is designed so that each module involves correspondence and debate between fellow students, and there is the opportunity to meet up a few times over the year.

It is a great boost to your confidence in general and in making more informed decisions at the board table."

***Martin Cumiskey,
Board member Crossmaglen Credit Union.***

"I am at present involved in setting up a community-based social enterprise. This course provided me with the knowledge and the confidence to turn my learning into a practical reality. Subjects such as Governance and Entrepreneurship are extremely relevant in the current uncertain economic climate."

***Fred Gallagher,
Donegal County Council.***

"I found the MBS in Co-operative and Social Enterprise to be very relevant to my work as a Director of Carlow District Credit Union, particularly in the areas of Credit Union Governance, Marketing of Credit Union Services and Innovation /Entrepreneurship. Studying and researching those particular topics, including the cases studies from Credit Unions' experiences and developments at home and abroad, added greatly to my store of knowledge and significantly supported me in my role in the Credit Union".

***Michael Daly, Treasurer,
Carlow District Credit Union***

HOW IS THE MBS DELIVERED?

The MBS Co-operative and Social Enterprise is aimed at students studying either full-time for an MBS on an e-learning basis of 90 credits over one full calendar year or half-time over a maximum of two calendar years. The programme is a taught programme, with a minor dissertation. Each module/course is delivered using web-based modules supported by web-based discussion.

WHAT ARE THE PROGRAMME REQUIREMENTS?

The programme has two parts. The first part comprises two teaching periods of web-based distance learning modules and the second part comprises a minor thesis.

PART I

Teaching Period 1:

In the first Teaching Period, students are required to take 30 core credits as follows:

FE6701 Reinterpreting Co-operative and Social Enterprise (10 credits)

MG6015 Entrepreneurial Skills and Development (5 credits)

FE6702 Social and Co-operative Entrepreneurship (5 credits)

FE6703 Co-operative and Social Enterprise Governance (5 credits)

FE6704 Education and Marketing for Co-operatives and Social Enterprises (5 credits)

PART I

Teaching Period 2:

In the second Teaching Period, students are required to pursue any 30 credits chosen from the following:

FE6705 Innovation and Enterprise in Financial Co-operatives and Mutuals (10 credits)

FE6706 Community Co-operatives and Social Enterprises (10 credits)

FE6707 Worker Co-operative Strategies (10 credits)

FE6708 Co-operative Food Processing and Supply (10 credits)

FE6709 Social Enterprises and the Developing World (10 credits)

PART II:

FE6710 Minor Thesis (30 credits)

Note: Students must pass Part I before they are allowed to submit the Minor Thesis. Students will be required to submit a 15,000-30,000 word minor thesis.

MODULE DESCRIPTIONS

FE6701 Reinterpreting Co-operative and Social Enterprise (10 credits)

Module Objective:

To explore how Co-operative and Social Enterprise concepts are applied across a wide range of service and industrial sectors, and to identify specific practices which can provide useful and innovative lessons across sectors.

Module Content:

Students are challenged to re-examine their own co-operative and social enterprise experience in a cross-sector and international context. The main sectors to be explored include food, finance, housing, social services (including child and elder care), job creation and community development.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Assess the scope and functioning of co-operatives around the world.
- Analyse the co-operative sector by co-operative type.
- Explore how everyday services offered in conventional ways can be offered through more co-operative structures.
- Explore how existing co-operatives can be re-invented and re-invigorated to continue to meet members' needs.
- Examine what different types of co-operative across the co-operative sector might learn from one another.
- Research and report on different types of co-operative.
- Discuss and debate professional opinion on the functioning and roles of co-operatives with their colleagues.

FE6702 Social and Co-operative Entrepreneurship (5 credits)

Module Objective:

To identify the know-how and skills necessary for collective entrepreneurship in Co-operative and Social Enterprise settings

Module content:

The nature of Collective Vs Individual Entrepreneurship. Entrepreneurial dilemmas and tensions in a co-operative setting. Entrepreneurial creativity and competitive advantages arising from co-operative and social enterprise. Mutual Aid and Design for Use as entrepreneurial catalysts.

Learning Outcomes:

- On successful completion of this module, students should be able to:

- Explain the meaning and nature of entrepreneurship and assess how it varies according to organisational setting.
- Distinguish collective from individual entrepreneurship and how each can be applied to enhance the performance of co-operatives and social enterprises.
- Assess the dilemmas and tensions encountered in entrepreneurial co-operatives and social enterprises.
- Analyse effective strategies for facilitating and managing entrepreneurial creativity in a co-operative setting.
- Identify and apply specific techniques for enhancing their own entrepreneurial creativity and for supporting and complementing the entrepreneurial creativity of colleagues.
- Apply theoretical concepts to their own practice
- Research and report on aspects of social and co-operative entrepreneurship.
- Discuss and debate the concepts of social and co-operative entrepreneurship with their colleagues.

FE6703 Co-operative and Social Enterprise Governance (5 credits)

Module Objective:

To examine how user-owned businesses balance corporate success with user control and responsiveness to users' needs.

Module Content:

Issues to be explored in Co-operative and social enterprise contexts include: appropriate management and leadership roles and approaches; appropriate member participation; roles and responsibilities of boards of directors (management committees); relationships between members, board and management; unitary and composite boards; participative decision-making; monitoring performance including the use of social auditing; preparation of a relevant governance manual.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain in detail what is meant by the term governance.
- Discuss how co-operatives and social enterprises are typically governed.
- Discuss and debate the key governance issues and dilemmas facing co-operatives and social enterprises in general and their own in particular.
- Outline the importance of member participation and member control and explain how this can be further nurtured and developed.
- Describe how democracy in co-operatives and social enterprises can be revitalised and how boards can be made more effective and dynamic.

- Debate the role of management in the governance of co-operatives and social enterprises.
- Describe the kind of systems of control and monitoring which underpin the efforts of the key players to govern effectively.
- Assess and critique the governance of a chosen co-operative or social enterprise.
- Discuss and debate the concept of governance in co-operatives and social enterprises with their colleagues.

FE6704 Education and Marketing for Co-operatives and Social Enterprises (5 credits)

Module Objective:

To explore strategies for identifying and responding to user needs through processes of education and communication.

Module Content:

Identifying needs through user dialogue and debate. Appropriate organisation responses via co-operative communication. The competitive advantages of the co-operative as a marketing concept.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain and analyse the dilemmas and issues that can arise in the marketing of co-operatives and social enterprises.
- Assess the competitive advantage of the co-operative as a marketing concept.
- Describe the linkages between education and marketing in co-operative and mutual enterprises (CMEs).
- Identify the approaches to education which help to create responsive, learning organisations.
- Analyse how CMEs can, in both conventional and more innovative ways, tap into the ideas, perspectives and needs of their members/users.
- Assess how CMEs can most effectively communicate to members and the wider public the benefits of the co-operative approach and the services available to them.
- Research and report on aspects of education and marketing in a co-operative or other social enterprise.

- Discuss and debate the concepts of education and marketing in co-operatives and social enterprises with their colleagues

FE6705 Innovation and Enterprise in Financial Co-operatives & Mutuals (10 credits)

Module Objective:

From an examination of a wide range of user-owned financial institutions, identify innovative and enterprising practices and the skills required to implement them.

Module Content:

How a wide range of user-owned financial institutions (co-operative banks, credit unions, LETS schemes, etc.) innovate to promote enterprise and local development and to give users greater leverage over their financial affairs. Concepts such as backward and forward integration will be examined.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain and discuss the nature of innovation and how it differs from other closely related concepts such as invention and creativity.
- Recommend how innovation can be nurtured in the financial co-operative/mutual. Assess how internal and external factors impact on innovation in a financial co-operative/mutual.
- Discuss how the co-operative can cope with competition, with particular focus on the carving out of a market space and the development of collaborative structures.
- Ascertain how strategic orientation impacts on innovation in the financial co-operative/mutual.

FE6706 Community Co-operatives and Social Enterprises (10 credits)

Module Objective:

To explore co-operative approaches to meeting needs not addressed adequately by conventional businesses or by governments, (including the provision of public services which are being phased out or down-graded by governments) in both urban and rural communities.

Module Content:

Co-operative strategies for meeting neglected needs such as different ways of organising child-care, services for people with disabilities, and rural transport systems, and different ways of addressing community and environmental concerns, such as housing, tourism, and leisure activities.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Appraise critically the effectiveness of responses by the State, private and community/voluntary sectors to human needs.
- Describe and assess critically the co-operative approach to meeting human needs.
- Define social enterprises and the factors that account for their emergence.
- Appraise the community development role of social enterprises.
- Define community co-ops and explain the factors that account for their emergence.
- Assess critically the role of community co-operatives and explain the factors that account for their success.
- Research and report on aspects of a community co-operative or other social enterprise.
- Discuss and debate the concepts of community co-operatives and social enterprises with their colleagues.

FE6707 Worker Co-operative Strategies (10 credits)

Module Objective:

To examine the ways in which successful worker co-operatives reconcile dilemmas arising from inadequate financing, collective entrepreneurship and self-management.

Module Content:

An examination (with the help of case studies from Ireland and abroad) of the special management and entrepreneurial issues arising in worker-owned enterprises and how these issues are addressed in successful co-operatives.

Learning Outcomes:

On successful completion of this module students should be able to:

- Explain the concept of a workers' co-op.
- Describe the main characteristics of a workers' co-operative and how it differs from other co-ops.
- Discuss the potential of workers' co-operatives.
- Explain why employee buy-outs can be an effective solution to the problems of business succession.
- Outline the history of workers' co-operatives in Ireland.
- Discuss the difficulties that workers' co-ops face in financing their co-ops and outline some possible solutions to these difficulties.

- Discuss the challenges workers' co-ops face in democratically managing their co-ops and present some strategies for dealing with these challenges.
- Explain the concept of equity dilution and why it can be a problem for workers' co-ops.

FE6708 Co-operative Food Processing and Supply (10 credits)

Module Objective:

To explore how co-operative structures can help farmer producers maintain control over food production in highly competitive global markets, while ensuring that consumers can also meet their needs effectively.

Module Content:

Innovative business strategies in food and agribusiness, enabling both farmers and consumers to exert effective control in the food business chain. These strategies include: farmers and consumers working together in integrated food co-ops; co-operative strategies for backward and forward integration along the food chain.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Identify and analyse the challenges and opportunities posed in the processing and supply of food.
- Analyse the conflicting paradigms of food supply
- Assess the co-operative response to the challenges, opportunities and paradigms of food processing and supply.
- Describe and analyse innovative co-operative business strategies in food and agri-business, such as backward and forward integration, fair trade, new generation co-operatives and community-supported agriculture.
- Research and report on aspects of co-operative food processing and supply.
- Discuss and debate professional opinion on the concepts of co-operative food processing and supply with their colleagues.

FE6709 Social Enterprises and the Developing World (10 credits)

Module Objective:

To identify co-operative and social enterprise strategies and skills for meeting the needs of producers, consumers and communities in the developing world.

Module Content:

User-owned and controlled organisations addressing issues such as: food security; management of resources; health; gender balance; local development; employment creation and enterprise development; environmental protection and fair trade.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain the different meanings and dimensions associated with the term development.
- Distinguish between the different concepts and approaches in measuring development.
- Outline the linkages between poverty reduction, economic growth and income distribution.
- Appraise the Millennium Development Goals (MDGs) as a framework for development.
- Analyse the contribution of social enterprises to development

MG6015 Entrepreneurial Skills and Development (5 credits)

Module Objective:

To explore the role of the entrepreneur in a conventional setting and the nature of entrepreneurial skills.

Module Content:

The key role of the entrepreneur. Learned Vs acquired entrepreneurialism. Environmental and cultural supports for entrepreneurship.

Learning Outcomes:

- On successful completion of this module, students should be able to:
- Examine the role and importance of entrepreneurship in society.
- Discuss the common driving forces and special characteristics of entrepreneurs.
- Identify and evaluate the key issues involved in opportunity recognition and enterprise creation.
- Apply effective intellectual property rights solutions for business proposals.
- Evaluate and analyse the strengths and weaknesses of a business plan.
- Critically assess the commercial viability of setting up a business.

FE6710 Minor thesis (30 credits)

Module Objective:

To apply the knowledge and techniques acquired in the taught element to a chosen co-operative/social enterprise setting.

Module Content:

Organisational audit/analysis of a specific co-operative/social enterprise setting.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Identify a research problem in a co-operative or social enterprise setting.
- Identify and conduct an analytical review of relevant scientific literature in a national and international context.
- Develop specific research questions.
- Choose an appropriate research methodology.
- Conduct comprehensive secondary and primary research.
- Collate and conduct a detailed analysis of relevant data.
- Write up an analytical research dissertation.
- Draw research-based conclusions in the context of the relevant scientific literature.

HOW IS THE MBS EXAMINED?

Examining for the MBS will take the form of continuous assessment, e.g. essays, virtual contributions etc. This means that there will be no end of year written examinations for this course.

WHAT ARE THE ENTRY REQUIREMENTS?

In order to qualify for admission to the MBS in Co-operative and Social Enterprise, applicants will be required to

- a) be at least 23 years at time of enrolment
- b) have ability to access and use the Internet
- c) possess two years' experience in a voluntary or professional capacity in a co-operative or social enterprise

and either

- a) hold at least a second class honours Grade II primary degree or an equivalent academic qualification

or

- b) hold a primary degree or an equivalent academic qualification and have achieved at least a second class honours in the MBS Co-operative and Social Enterprise Qualifying Examination
- or**
- c) have at least five years extensive practical, professional or scholarly experience in the co-operative and social enterprise field as approved by the Faculty of Commerce, present for interview (if required) by the Department of Food Business and Development and have achieved at least a second class honours in the MBS Co-operative and Social Enterprise Qualifying Examination

WHAT IS THE FEE?

The fee for the full MBS programme for 2010/2011 is €5,645.

WHAT IS THE CLOSING DATE?

The closing date is the 1st September 2010.

HOW DO I APPLY?

All applications must be made on-line. To apply, log onto www.pac.ie and follow these steps:

1. Click on **University College Cork** on the left hand side of the screen
2. Click **Proceed**
3. Then click on **Apply EU / non-EU taught**
4. **Create a user PAC account**
5. Read through the 11 points and then **Click Start Application**
6. Read Terms & Conditions and tick the relevant box (accept or decline) Then click **Proceed**.
7. You are now in the application page (you will need your PPS number and your past UCC student number if relevant). On this page you will also need to enter the course code which is **CKL10**
8. Fill in the application and click **Proceed**
9. You are now onto the second page of the application. Complete and then click proceed
10. The next step of the application will involve making a payment of €37 (you can do this by credit card or by direct debit)

11. Print off your application form and the supplementary forms (which include the candidate's statement). All applications must be accompanied by a Candidate's Statement, stating why you wish to take the course and how you expect to benefit from doing so.
12. Complete the Candidate's Statement, marking your unique PAC number at the top, and post to
Postgraduate Applications Centre, First Floor, Tower House, Eglinton Street,
Galway, Ireland. Phone: 091 509817 Fax: 091 509819.

WHERE CAN I GET FURTHER INFORMATION?

For further information please contact:

Dr. Olive McCarthy,
Centre for Co-operative Studies,
O'Rahilly Building,
University College Cork.
Tel: 021 4903354
Email: o.mccarthy@ucc.ie

MBS in Co-operative in Social Enterprise (Qualifying Examination)

WHAT IS THE MBS QUALIFYING EXAM?

Intending applicants for the MBS in Co-operative and Social Enterprise who do not possess an honours primary degree or an equivalent academic qualification, but meet all other entry requirements, may be permitted to proceed to the MBS (Co-operative and Social Enterprise) provided they sit, with the permission of the Faculty of Commerce, for the MBS (Co-operative and Social Enterprise) Qualifying Examination and attain at least a Second Class Honours Grade II therein.

HOW IS THE MBS QUALIFYING EXAM DELIVERED?

The programme is a taught programme. Each module is delivered via one text-based tutorial.

WHAT ARE THE PROGRAMME REQUIREMENTS?

The MBS (Co-operative and Social Enterprise) Qualifying Examination will comprise modules to the value of 40 credits from the BSc (Hons) (Mutual and Credit Union Business), as approved by the Faculty of Commerce, on the recommendation of the Head of the Department of Food Business and Development. Candidates may not sit for the Qualifying Examination until at least one year after he/she has obtained the primary degree.

PROGRESSION TO MBS (CO-OPERATIVE AND SOCIAL ENTERPRISE)

Candidates who obtain at least a Second Class Honours Grade II in the Qualifying Examination for the MBS (Co-operative and Social Enterprise) may be permitted to proceed to the MBS (Co-operative and Social Enterprise) programme.

MODULE DESCRIPTIONS

FE2701 Local and Community Business Development (5 credits)

Module Objective:

To provide an understanding of local socio-economic development processes (urban and rural); and to explore the role of social enterprises, including credit unions, in promoting local development.

Module Content:

Topics include conducting a socio-economic community/common bond audit; stimulating cooperative and community business development; public and private partnerships in the development process, the role of support agencies - e.g., LEADER, ADM, County Enterprise Boards; and issues relating to the working of such partnerships and implications for local development process.

Learning Outcomes:

On successful completion of this module, the student should be able to:

- Explain the key development approaches.
- Discuss and evaluate past and current Irish approaches to local and community development.
- Discuss and identify the role of the social economy as a means of tackling social exclusion.
- Discuss the challenges that face social economy organisations and evaluate the impact of public policy on such initiatives.
- Describe the stages of project development for social economy enterprises.

FE2702 Mutual and Credit Union Business (10 credits)

Module Objective:

An integrative course which applies the fundamental business disciplines to the mutual and credit union organisation.

Module Content:

This module reviews analytically, the specialist languages typically used to explain how best to manage businesses. It explores the basic vocabulary, values, goals, models, and conclusions of some of the more influential of these languages, and their relevance to the effective management of mutual businesses (especially credit unions) and their diverse stakeholders.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain the differences between a co-operative mutual enterprise (CME) and a conventional business.
 - Outline and discuss the potential competitive advantages of CMEs and explain how these competitive advantages might be applied in their own organisation.
 - Identify the dilemmas confronting managers of conventional businesses. Identify the possible competitive disadvantages of the co-operative approach to doing business and identify strategies for addressing these disadvantages.
 - Discuss the problems of measuring success in a CME and identify ways of addressing these problems.
 - Explain the differences between the financial and control needs of a CME and those of a conventional business.
 - Describe and differentiate between the marketing tasks of a co-operative business and those of a conventional business.
 - Compare and contrast the tasks of management in a CME and in a conventional business.
- Research and report on business issues in a CME.

FE2721 Organisational Communications in Mutual Businesses (5 credits)

Module Objective:

To enhance the ability of students to build effective learning organisations through effective communications strategies.

Module Content:

Topics include the application of communications skills to the tasks of cooperative goal-setting, working with voluntary management committees/boards, decision-making, the design and facilitation of effective teams and self-managing groups, conflict resolution, idea generation, and managing change.

Learning Outcomes:

On successful completion of this module students should be able to:

- Evaluate the place of the voluntary/mutual organisation in contemporary society.
- Analyse the key differences between the roles of managers and supervisors.
- Appraise the principal steps in effective delegation.
- Summarise the key processes for effective group functioning.

- Evaluate the advantages and limitations of various methods of decision-making.
- Examine the key issues relating to the causes, effects and management of conflict.
- Discuss the nature of resistance to change and appropriate strategies to manage change in the organisational context.
- Communicate appropriately in written format using recommended referencing system.

FE3701 Microcredit Strategies for Development (10 credits)

Module Objective:

To review and evaluate the range of approaches used nationally and internationally to channel financial resources to community economic development.

Module Content:

An overview of innovative approaches for making credit available for financing local development, e.g. the development strategies of the Desjardins movement; social collateral strategies; Islamic approaches to credit; LETS schemes; transformation lending and flexible specialisation. Particular attention will be devoted to the financing and viability of locally-based projects.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Explain the concept of micro-credit in a developing and developed world context.
- Evaluate the impact of micro-credit in providing finance to micro-enterprises; Discuss and analyse the characteristics and application of a wide range of micro-credit initiatives, including Grameen Banking, Islamic finance, credit unions, transformation lending programmes, and local economic trading systems (LETS).
- Consider the implications of replicating micro-credit initiatives in the student's own local community.
- Research and report on micro-credit initiatives.

FE3702 Understanding Mutual Organisations (10 credits)

Module Objective:

To apply key concepts of Organisational Behaviour to the problems of managing and developing mutual businesses and build students' ability to design and manage

effective organisations.

Module Content:

Developing mutual businesses as learning communities; Agency Theory and accountability to stakeholders; self-designing organisations; reframing organisation culture; enhancing responsiveness to stakeholder needs, ensuring effective direction by boards, ensuring managerial, employee and volunteer accountability.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Discuss the common thinking errors that complicate decision-making in organisations.
- Construct a simple systems model to help and analyse what is happening in an organisation.
- Demonstrate how circle diagrams can be used to identify useful courses of action for addressing organisational problems.
- Explain the basics of people's motivation to work and recommend strategies for making organisations more motivating.
- Describe key theories about leadership and management styles, and discuss the relevance of these theories to co-operative and mutual organisations.
- Explain the perils of principal/agent relationships.
- Identify effective and ineffective boardroom behaviour and compare the appropriate roles of managers and directors.

FE3703 The Ethos and Values of Mutual Businesses (5 credits)

Module Objective:

To define the values and unique characteristics of mutual businesses and enable students to incorporate them into business strategies as key components of competitive advantage.

Module Content:

Topics include: the dilemma of service provision versus profitability; pressures toward demutualisation; innovative multi-stakeholder organisation strategies; the Stakeholder Company as a conceptual scheme for exploring components of the value issue.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Describe the unintended negative consequences of conventional business practices.

- Define social responsibility and ethics within the context of business. Identify the stakeholders of an organisation.
- Explain why and how the traditional approach to business ethics does not automatically lead to social responsibility.
- Discuss the concept of and opportunities presented in New Economics by comparing and contrasting the values and implications of modern Western Economics.
- Assess the opportunities presented by the movement of ethical consumerism.
- Assess the suitability of mutual and co-operative business organisations to meet the challenges of achieving socially responsible and ethical business policies and practices.
- Outline strategies for strengthening the competitive advantages of co-operative business in the 21st century.
- Research and report on aspects of the ethos and values of a mutual business.

FE3704 Individual Research Report

Module Objective:

To plan, conduct and write up a research project on a topic approved in advance by the module co-ordinator.

Module Content:

Preparation of a research proposal, literature review, appropriate analysing data, and the writing of a coherent research report.

Learning Outcomes:

On successful completion of this module, students should be able to:

- Apply learning gleaned from Research Methods module FE 1707.
- Perform a relevant literature review.
- Design an appropriate methodology.
- Gather original data.
- Recognise bias.
- Respect confidentiality and ethical issue.
- Interpret research findings.
- Write up an analytical research report which includes the literature review, methodology, research findings, discussion and conclusions; and Report findings back to the studied organisation.

HOW IS THE MBS QUALIFYING EXAM EXAMINED?

Full details of regulations governing Examinations for this programme will be contained in the Marks and Standards 2010 Book. Examining for the MBS Qualifying Exam will take the form of continuous assessment and end of year written examinations. The course must be completed in 1 academic year.

WHAT ARE THE ENTRY REQUIREMENTS FOR THE MBS (CO-OPERATIVE AND SOCIAL ENTERPRISE) QUALIFYING EXAMINATION?

Applicants for the MBS (Co-operative and Social Enterprise) Qualifying Examination will be required to:

- (a) be 23 or over on the 1st January of the year of enrolment;
- (b) have ability to access and use the Internet;
- (c) have two years' experience in a voluntary or professional capacity in a co-operative or social enterprise;

and either

- (d) hold either a primary degree or an equivalent academic qualification

or

- (e) have at least five years' extensive practical, professional or scholarly experience in the co-operative and social enterprise field, as approved by the Faculty of Commerce, and present for interview (if required) by the Department of Food Business and Development at UCC.

WHAT IS THE FEE?

The fee for the MBS Qualifying Exam for 2010/2011 is €3220 per 12 months.

WHAT IS THE CLOSING DATE?

The closing date is the 1st of September 2010. Applications will continue to be accepted in September for any places still remaining, or for inclusion on a waiting list.

HOW DO I APPLY?

All applications must be made on-line. To apply, log onto www.pac.ie and follow the steps as outlined for the MBS. The course code for the MBS (Co-operative and Social Enterprise) Qualifying Examination is **CKK01**.

WHERE CAN I GET FURTHER INFORMATION?

For further information please contact:

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