Programmatic Review of the Faculty of Business & Humanities 2016

Phase 2: Programme Review

# PROGRAMME PANEL REPORT

SCHOOL:             School of Business
DEPARTMENT:         Department of Management and Enterprise
DATE:               April 12 - 13th 2016

PROGRAMMES SUBMITTED FOR REVIEW

**Major Awards**

Higher Certificate in Business
Bachelor of Business in Business and Management  (new title: Bachelor of Business)
Bachelor of Business in Management
Bachelor of Business (Honours)

**Non-Major Awards**

None

PROGRAMME REVIEW PANEL MEMBERSHIP

Dr. Therese Moylan, Head of Department, Department of Business & Enterprise, Institute of Art, Design & Technology, Dun Laoghaire  (Chair)

Carmel Holmes, Regional Director, CCP Recruitment

Eoin Haberlin, Global Director Solution Consulting – IT Big Data Services, EMC[2]

Michael Margey, Head of School, School of Business, Letterkenny Institute of Technology

Dr Stephen Cassidy, Dean of Academic Quality Enhancement, CIT

PROGRAMME REPRESENTATION

**Programme Staff**

Caroline O'Reilly, Head of Department, Department of Management & Enterprise
Aoife Hackett, Year 1 Coordinator, Bachelor of Business in Business & Management
Nollaig O'Sullivan - Year 2 Coordinator, Bachelor of Business in Business & Management
Antoinette Hogan, Year 3 Coordinator, Bachelor of Business in Business & Management

Maurice Murphy Year 4 Coordinator, Bachelor of Business (Honours)
Siobhan McKernan Year 1 & 2 Coordinator, Higher Certificate in Business
Bernard Vallely, Year 3 Coordinator, Bachelor of Business in Management
Lisa Scannell Lecturer, Department of Marketing & International Business
Michelle Collins – Lecturer, Department of Management & Enterprise
Aisling Conway, Lecturer, Department of Management & Enterprise
Anne Crowley, Lecturer, Department of Organisation & Professional Development
Aidan Pyke – Lecturer, Department of Organisation & Professional Development
Ana Cruz Garcia – Lecturer, Department of Marketing & International Business
Robert Heffernan, Lecturer, Department of Mathematics
Sarah Murphy, Lecturer, Department of Mathematics

**Learner Representatives**

Sharon O'Reilly Bachelor of Business Honours, Stage 4, Fulltime, Student Representative

Patrick Hayden, Bachelor of Business Honours, Stage 4, Fulltime, Student Representative

Kate Phelan, Bachelor of Business Honours, Stage 4, Fulltime, Student Representative

Daniel O'Hanlon, Bachelor of Business in Management, Stage 3, Fulltime, Student Representative

Ruairí Frahill, Bachelor of Business in Management, Stage 3, Fulltime, Student Representative

Sylvia Enright, Bachelor of Business, Stage 1, Fulltime, Student Representative

Alison Desmond, Bachelor of Business, Stage 1, Fulltime, Student Representative

Enda Hogan, Bachelor of Business in Management Stage 3 ACCS, Student Representative

**Graduates**

Daniel Cahill, Bachelor of Business Honours 2015, Escalation Manager at Pivotal Software, Inc.

Barry Cassidy, Bachelor of Business Honours 2008, Brand Manager, Heineken

Carol Walsh, Honours Bachelor of Business Marketing 2014, Fundraising Assistant at Cork Association for Autism

**External Stakeholders**

Finola Twomey, Director of Sales, Fota Collection (Fota Island Resort and The Kingsley)

John Healy, Director of Adult Education, Mallow College of Further Education

June McCarthy, Human Resources Manager, Musgrave Group

Alan Mackesy, Business Development Manager, Swissport Executive Aviation

# PROGRAMME SUMMARY AND MAJOR CHANGES PROPOSED

## 1. HIGHER CERTIFICATE IN BUSINESS

### 1.1. **Programme Summary**

The Higher Certificate in Business is a NFQ Level 6 programme operates on the basis of a general business foundation and currently, the programme is structured to allow students, subject to elective options taken in year two, to progress in year three of one of the following:

- Bachelor of Business in Business and Management
- Bachelor of Business in Accounting
- Bachelor of Business in Marketing

Uniquely CIT has offered the Higher Certificate in Business by day to mature students working to a timetable which runs from 9:00am to 2:00pm over five days of the week. This has proved a popular option for students who have families in school or who are claiming the Back to Education allowance which only supports full time study.

The Higher Certificate in Business programme is also offered in part-time evening study. The availability of elective options from year one and two is restricted. Modules offered to part time students in year one and two are geared toward students progressing to the level 7 Bachelor of Business in Management degree or the Bachelor of Business in Accounting award.

### 1.2. **Major Changes Now Proposed**

The key changes proposed can be summarised as follows:

- Increase the emphasis on IT skills including Excel. Industry stakeholders in many different consultation settings repeatedly stress the need for IT skills including strong excel skills to support business activities.
- Languages continue to be offered across the four years of the revised general Bachelor of Business degree. IBEC confirm that industry are currently recruiting persons based on languages only as opposed to languages combined with business skills. While students who take languages over the four years will not be fluent, the introduction of a 30 credit Erasmus / international study option on third year will greatly enhance fluency for students taking language electives as part of their degree.
- The programme continues to support soft skills development around communication, presentations, teamwork and problem solving. This is reflected in the aforementioned Teaching and Learning Assessment Methodology.
- New contemporary areas such as analytics are incorporated into the revised programme.

***The following details by semester the proposed amendments:***

***Year One:***

- First year modules pertaining to Maths and Statistics and Economics have undergone significant revision over the last number of years. These modules are retained.
- First year accounting modules are being updated in line with the Bachelor of Business (Honours) in Accounting degree to ensure students pursing accounting as an option can secure the appropriate exemptions from the Professional Accountancy bodies. Currently students take Financial Accounting 1 and 2 in first year. In the revised programme students will take Financial Accounting 1 and Cost Accounting.

- Behavioural Science modules are being rewritten in conjunction with second year Management and Organisational Behaviour modules to remove overlap of content and avoid duplication. Students will new take a Fundamentals of Management Module and Organisational Behaviour.
- INFO6014 Introduction to IT is being updated to better reflect current IT theory and practical emphasis will be focused on developing skills around word and PowerPoint with an Introduction to Excel.

**Year Two**

- In year two students will take prescribed mandatory modules and choose from a choice of elective options which have thematically been linked in each semester and made available subject to timetable and resource constraints.
- The mandatory modules in the areas of Economics, IT, Law, Management and Decision Making are seen as core business disciplines which students should cover regardless of which elective route they choose to take post second year. Industry feedback which specifically mentions IT and excel skills and analytics is addressed in mandatory modules IT Communications and Business Decision Making respectively.
- Feedback from student has indicated a lot of overlap in content across Management and Behavioural Science modules. As in first year this duplication has been addressed. In second year students will not take Management 1 & 2 but will now take one module Contemporary Management Issues.
- Business students will be competing for placements with BIS, Accounting, Business Administration and Marketing students who will have very specific skills to offer employers in their discipline areas. This proposed programme seeks to specifically develop skills in the area of excel to offer applied skills to general Business students which they can harness in a work placement environment.
- The elective options in year two focus on three thematic areas of Business, Marketing or Accounting ensures students have the correct number of credits based on identified learning needed for progression to year three of the Business, Accounting and Marketing options. Hitherto the Accounting degree required students to have completed 30 credits or six modules at the end of year two to be allowed to progress to third year accounting. The introduction of a work placement option into year three of the Accounting degree has seen the demand for accounting electives increase from six to eight or 40 credits which has posed some challenges for the common entry approach of this general business degree. Similarly the Marketing degree programme is now requiring the completion of certain modules to ensure a student pursuing that option is adequately prepared for a work placement in year three.
- Part time evening students will take taught modules in year three and their elective offerings in year two will be designed to reflect this pathway.

## 2. BACHELOR OF BUSINESS IN BUSINESS & MANAGEMENT

### 2.1. Programme Summary

The Bachelor of Business in Business and Management is a NFQ Level 7 degree programme. The programme contains an embedded level 6 Higher Certificate in Business award; students who successfully complete the first two years of the programme and who opt not to continue to Year 3 may exit with the Higher Certificate in Business.

The programme operates on the basis of common entry and currently, the programme is structured to allow students, subject to elective options taken in year two, to progress in year three to one of the following:

- Bachelor of Business in Business and Management
- Bachelor of Business in Accounting
- Bachelor of Business in Marketing

## 2.2. Major Changes Now Proposed

The proposed programme continues to ensure students have a solid foundation in core business disciples by updating the wide range of business modules to reflect new theories and current literature.

The key changes proposed can be summarised as follows:

- Amend programme title for Bachelor of Business in Business and Management to a Bachelor of Business.
- The introduction of a suite of 30 credit elective options in semester two year three covering work placement, international study / Erasmus and a suite of traditional taught modules to be shared across programmes in the School of Business covering International Business Exploration. The introduction of a work placement is a sought after option by students, their parents and industry.
- New Contemporary areas such as analytics are incorporated into the revised programme.
- The programme aims and outcomes have been adjusted to reflect a focus on general business as opposed to Business and Management.

At the end of year two students can progress as follows:

Students who choose Business electives may progress to the following:

- *Bachelor of Business*

Students who choose Marketing electives may progress to one of the following:

- *Bachelor of Business in Marketing*
- *Bachelor of Business*

Students who choose Accounting electives may progress to one of the following:

- *Bachelor of Business (Honours) in Accounting*
- *Bachelor of Business*

Year three:

- Similar to the current programme offering students will take four mandatory modules in third year and choose two electives.
- The mandatory module emphasis is with Accounting, HR, Project Management and IT.
- Students can choose from a variety of elective options covering Information Systems, Enterprise, Sales, Marketing, Management, Accounting and languages.
- The Entrepreneurial theme has been further embedded in the programme. Second year Business students will take module Entrepreneurial Mind-set in Group Elective option 1. In third year students can elect to take an Enterprise Development Project module which is applied in nature.

- Work placement will commence for third years in 2017/2018 at the earliest. A one year lead before introducing Work Placement is required to allow the following:
  - Ensure students have the appropriate skillset for work placement in terms of IT practical skills and access to revised programme with updated modules
  - Advise students of work placement at start of year two in September 2016 and allow students the opportunity to ensure their second year grades reflect their academic effort.
  - Allow appropriate time for planning implementation within the School of Business to accommodate the large number of students who will now be seeking placements.
  - Ensure the work placement offering for employers is coherent and appropriately resourced to ensure a positive experience for employers on first receipt of a CIT Business student. From a risk management perspective it is important that the first year placing of CIT students is as positive as possible to ensure follow up placement arrangements are secured for subsequent years.
  - The Faculty of Business & Humanities is committed to assigning an administrative resource to work placement, which must yet be secured.
- If students do not opt for a work placement they can take an International Study / Erasmus option or a suite of credits of learning which focus on students developing skills around launching indigenous products in international markets.

## 3. BACHELOR OF BUSINESS IN MANAGEMENT

### 3.1. **Programme Summary**

The Bachelor of Business in Management programme is a NFQ Level 7 degree programme which currently runs in part time or ACCS mode only and is structured for advanced entry for graduates who hold a level 6 Higher Certificate in Business award.

This award is for persons who intend to pursue careers in professional management. Students who have successfully completed a Higher Certificate in Business level 6 award can apply for direct entry to year three of this programme. Students who hold a Higher Certificate level 6 award in a non-business discipline can complete year two (bridging/qualifying) of this award. Currently year two bridging also facilitates students who have successfully completed IATI (Accounting Technicians Ireland ) to take modules to gain equivalency to a level 6 Higher Certificate award with a view to joining year three of the Bachelor of Business in Accounting award by night. Students taking this award are typically mature or over 23 years of age, in employment or wishing to return to employment.

### 3.2. **Major Changes Now Proposed**

The Bachelor of Business in Management is proposing the following changes

- MGMT7046 Managerial Finance and Economics and MGMT7027 Management Accounting have been reviewed and replaced by a Managerial Finance module in semester three and International Trade Economics to take on board feedback from stakeholders and past graduates that the programme would benefit from the inclusion of more material on International Markets.
- MGMT7069 Strategic Management has been redesigned to be delivered by way of a Business Simulation. This will allow students to explore strategy in a simulated business environment, making decisions and assessing the impact of same on a business performance.

- Project Management Framework, following extensive student feedback and best practice review it was decided to update project management. The changes introduced included the introduction of a computer labs and a practical assessment of project management software skills. The module was also changed to a continually assessed module with group project and reflective journal.
- Currently the year schedule is 25 credits in one semester and 35 in the other. This semesters will be made even in credits by moving Economics International Trade to semester one. This will support a more balanced workload for the student.
- The bridging year of modules have been adjusted to keep in line with changes in the Higher Certificate in Business programme. Principles of Management, Management processes, Behavioural Science 1 and 2 have been replaced by Fundamentals of Management, Organisational Behaviour and Contemporary Business. Introduction to HR is also being introduced to provide a foundation for the more advanced Contemporary Issues in HRM module in the Award year. This was identified as a gap in terms of content.

## 4. BACHELOR OF BUSINESS IN MANAGEMENT

### 4.1. **Programme Summary**

This Bachelor of Business (Honours) programme is a NFQ Level 8 Honours one year add on year 4 degree programme which accepts applications for advanced direct entry from Bachelor of Business level 7 award graduates who have at least a Merit 2 (50%) award. In CIT the following programmes have established direct entry pathways into the Level 8 Bachelor of Business (Honours):

- Bachelor of Business in Accounting
- Bachelor of Business in Marketing
- Bachelor of Business in Business Administration
- Bachelor of Business in Recreation and Leisure Management
- Bachelor of Business in Tourism

Applications for direct entry are also received from level 7 Bachelor of Business Awards from other colleges. Bachelor of Business level 7 awards are mapped against CITs Level 7 Bachelor of Business award to ensure that key mandatory areas such as Management, Marketing, Accounting, Maths, IT, HR and Economics are covered. This is to ensure that entrants have the appropriate grounding in business disciplines to support them in the completion of the Bachelor of Business (Honours) award year.

Business Analytics (referred to as Business Metrics in the proposed schedule) was introduced following industry feedback requesting content covering this area.

### 4.2. **Major Changes Proposed**

The Bachelor of Business (Honours) is proposing the following additional changes to those already implemented and these reflect lecturer's insights based on student feedback and stakeholder requirements following industry consultation. They can be summarised as follows:

- Mandatory module "Business Environment" is being replaced by a new module "Enterprise and Innovation". The Business Environment module (MGMT8021) has been dropped because most of the module content is now being covered in other modules for example each of the following topics listed in the indicative content are covered elsewhere in the programme such as Systems Theory, Management objectives and Tasks; Competitive Advantage; Motivation; How Organisations Adapt to the Business Environment.

- Enterprise and Innovation is being introduced as a Mandatory module. To date entrepreneurship material was addressed in a module as an elective options for students. Entrepreneurship options are now being taken by students through year two and three of their Business programme. Given the drive internationally, national and locally with CIT's own mission statement referencing entrepreneurship, the requirement to ensure graduates have a solid exposure to enterprise is clearly evident. This module builds capacity around innovation which is a core activity in the area of entrepreneurship.
- There are plans to introduce a Cross Modular type assessment between the three mandatory modules in semester one i.e. Strategy Analysis, Business Ethics and Financial Management
- The following modules are being removed as elective options:
    - Financial Reporting 1 and Financial Reporting 2. These modules are mandatory modules on the Bachelor of Business (Honours) in Accounting degree and were included on the Bachelor of Business (Honours) as they are accredited modules with the Professional Accountancy bodies. Experience over the last four years has shown that general business studies students do not have the prerequisite knowledge to successfully take these modules. To date very few students have taken these modules and their results have been extremely poor which has negatively impacted on their overall degree.
    - Decision Support Systems. This material has become obsolete and is now replaced with Business Metrics which will give students insights into the Business Analytics space.
    - EC4010 and EC4011 are economics electives which have not run in recent years due to lack of student demand and available resources.
    - Enterprise Systems. This module is linked to the Business Information Systems degree and is not sought after by Business students who tend to take IS Strategy and Planning and Decision Support systems before it was replaced by Business metrics.
- Elective Business Marketing environment is being replaced by Business to Business Marketing module.
- New electives are being introduced as follows:
    - International trade Economics – Industry stakeholders are seeking graduates with more exposure to International Markets
    - Sustainable Business – Sustainability is becoming more and more relevant for companies as it is seen as a vehicle for developing sustainable practices for the future.
    - Sales Strategy Management – Industry consistently mention sales as a key area and our graduates are securing roles linked to sales teams.
    - Banking & Financial Markets. When we reviewed graduate profiles each year a number of graduates are securing roles in the financial sector.
- The requirement from stakeholders to consider the area of Big data and analytics is being reflected in module Business Metrics.
- The language offering is focusing on French, German and Spanish. Italian is being removed due to lack of demand.

## A. PANEL FINDINGS AND RECOMMENDATIONS

### 1. OVERALL RECOMMENDATION TO ACADEMIC COUNCIL ON REVALIDATION

Contingent upon confirmation of the successful completion of the internal programme and module moderation process, the Panel **recommends to Academic Council that the programmes listed above be revalidated** for a further five years or until the next Programmatic Review, whichever is sooner, with effect from 1 September 2016.

Other than Registrar's Office approval of the programme and module specifications on conclusion of internal moderation, no conditions are attached to this recommendation.

The panel **supports** the proposal to re-title the Bachelor of Business in Business and Management programme to Bachelor of Business.

### 2. GENERAL

2.1. **Commendation**: The Panel **commends** the commitment of the academic staff to the Programmatic Review process evidenced by the detailed analysis and reflection underpinning the self-review of their programmes, the quality of documentation submitted and the professional manner in which they engaged with the review panel throughout the visit.

### 3. ENTRANT AND GRADUATE PROFILE, AWARD AND PROFESSIONAL ENVIRONMENT

3.1   The General Business suite of programmes under review by this panel have been designed to be fully integrated with other programmes offered by the School of Business. The curriculum has been designed with multiple entry and exit points allowing students to transfer to and from cognate programmes in Accounting, Marketing and Business Administration depending on their elective choices. Thus in terms of programme structure, a tension is created between designing a standalone well-defined programme with its own set of graduate attributes and affording students, having completed some introductory modules across a broad sweep of business areas, an opportunity to make an informed choice regarding a specialised business discipline.

**Recommendation:** The panel **recommends** that the programme teams identify and articulate a clear identity for the suite of programmes. This identity may be described by core competencies in a number of thematic areas linked to the QQI Business award standards. The competencies or core graduate attributes should be mapped to the mandatory and relevant group elective modules of the programme to ensure that these identified graduate attributes are being fostered by the programme. Consideration should be given to reducing some of the electives on offer, and the creation of explicit pathways of related modules that clearly indicate the competencies that are being developed.

4. PROGRAMME OPERATION AND PERFORMANCE

4.1 **Commendation:** The panel **commends** the work of the School, Department and programme teams in the support they provide to their students. Clear evidence was presented to the panel of the work being done in the area of student success. This work included Institute and School initiatives such as Good Start, Just Ask, PALS, Pitstop Leadership, Academic Success Coaching, Early Intervention and SParQS etc.

4.2 **Commendation:** The panel **commends** the Department on the operation of their programmes in terms of student recruitment, retention and graduation rates.

4.3 **Commendation:** The panel **commends** the panel for the flexible manner (full-time, part-time, block delivery) in which they deliver their programmes to meet the differing requirements of student cohorts.

4.4 **Recommendation:** The panel **recommends** that the Department would further increase the flexible delivery of its curricula through online and blended delivery of appropriate modules and programmes in line with its stated strategic aims.

5. PROPOSED PROGRAMME SPECIFICATION (INCL. DELIVERY AND ASSESSMENT)

5.1 **Commendation:** The panel **commends** the panel for their proposal to incorporate work placement into the Bachelor of Business programme.

5.2 **Commendation:** The panel **commends** the teaching team for adapting an integrated assessment approach in year 4 across 3 modules and pending the success of this, encourage the teaching teams to consider developing this practice in other modules

5.3 **Recommendation**: The panel **recommends** that the programme team, perhaps aligned with other programmes within the School, develop a series of resources and policies to support work placement within the programme. These might include, inter alia, documents outlining the roles and responsibilities of the various actors involved in the work placement process, namely, industry, the Institute and the student. Induction policies should be developed which might include the role of the work place mentors, assessing work placement learning etc. The panel believe that the learning gained via the REAP project and other research undertaken in the area of Work Based Learning by Extended Campus would be invaluable to the programme team in developing these resources.

The panel **supports** the proposal that the administrative work associated with work placement across the School be facilitated by a dedicated work placement administrator.

5.4 **Recommendation:** The panel **recommends** that the programme team consider how best to prepare the learner for work placement in areas such as cv preparation, interview preparation, health and safety etc. A suggestion may be to develop a mandatory pre-placement module, perhaps delivered in block format, to address these areas.

5.5 **Recommendation**: The panel **recommends** that each programme team articulate a Teaching, Learning and Assessment strategy particular to their programme. For some programmes, this might address issues such as large class teaching; valid, reliable and authentic assessment strategies for large class groups; the appropriate use of technology etc. For other programmes the TLA strategy might reflect that the learners are in

employment and there is an opportunity to bringing their work experiences and learning into the classroom.

5.6 **Recommendation**: The panel notes the high dependency of examinations as the primary form of assessment particularly in the award stage of the Bachelor of Business (Honours) programme. The panel **recommends** that the programme team, perhaps in a phased basis, would incorporate alterative assessment instruments which might be more clearly aligned to the assessment of the proposed graduate attributes of the programme(s).

## MODULES

This section presents the findings and recommendations from an indicative review of modules carried out by the members of the Peer Review Panel. The Panel notes that a comprehensive survey of module specifications could not be carried out in the context of this review.

Therefore, a recommendation of the Panel to revalidate the programme(s) under review is contingent on the successful completion of the subsequent internal programme and module moderation process carried out by, or on behalf of, the CIT Registrar's Office.

6.1 **Recommendation:** The panel would like to recommend that the programme team consider incorporating a number of mandatory Business Metrics modules across the programmes. This may require slightly amending modules such as Business Analysis and some IT-related modules to highlight the development of business metrics skills and competencies in the graduate. Modules may need to be re-titled to reflect the development of this thematic area in the programme. The panel notes that there are resource implications in relation to the teaching of ICT modules and recommend that the Institute explores the opportunities around emerging technology to enable the teaching of these kind of modules

## 6. OTHER FINDINGS AND RECOMMENDATIONS

7.1 **Recommendation:** The panel support the strategic aim of the School to house its suite of programmes and staff within a dedicated School of Business building. The panel recommends that the School strongly engage when the proposed building design is being developed to ensure it meets the teaching and learning requirements of a modern School of Business in terms of flexible teaching spaces, technology infrastructure, wifi etc.

## 7. DEROGATIONS SOUGHT

7.1. The Panel confirms that all large modules included in the programmes align with CIT policy on large credit modules.

8.2 Bachelor of Business: Derogation from Free Choice is sought for the Accounting Group Elective stream in Semesters 3 and 4 to allow students gain the maximum number of exemptions from professional body examinations and to facilitate those progressing to the award stage of the Bachelor of Business in Accounting.

8.2 Bachelor of Business: Derogation from Free Choice is sought for the International Business Exploration elective stream in Semester 6.

8.3 Bachelor of Business (Honours): Derogation from a maximum of four terminal examinations in both semesters of the Bachelor of Business (Honours) award stage.

## B. PROGRAMME FINALISATION

*[This section will be completed by the **CIT Registrar's Office.***

*It records the implementation of any panel requirements and the completion of the internal module moderation process. Confirmation of completion by the CIT Registrar's Office is required for both before the programmes can be submitted to the CIT Academic Council for revalidation.]*

## 1. IMPLEMENTATION OF PANEL REQUIREMENTS

## 2. MODULE AND PROGRAMME MODERATION

C. APPENDIX – TIMETABLE OF PHASE 2 MEETINGS