Report of Validation Panel

Date of Meeting:	30th May 2016
Named Award:	Master of Arts
Programme Title:	Master of Arts in Global Business Practice
Award Type:	Master of Arts
Award Class:	Major Award
NFQ Level:	9
Intakes Commencing:	September 2016
ECTS/ACCS Credits:	90
Named Award:	Postgraduate Diploma
Programme Title:	Postgraduate Diploma in Arts in Global Business
Award Class:	Major Award
NFQ Level:	9
Intakes Commencing:	September 2016
ECTS/ACCS Credits:	60

PANEL MEMBERS

Name
Mr Owen Ross (Chairperson), Head of Department of Business and Management, Athlone Institute of Technology
Professor Denis Harrington, Head of Graduate Business, WIT School of Business
Ms Joan O'Sullivan, Director – International Business Operations (Product) & WW Demand Planning, EMC
Mr David Malone, WW Supply Chain Business Analyst, Apple Sales International
Ms Orla Flynn, Vice President for External Affairs, Cork Institute of Technology
Dr Donna O'Shea, Module Moderator, Office of Registrar & Vice-President for Academic Affairs, CIT

PROPOSING TEAM MEMBERS

Name
Dr Pio Fenton, Head of Marketing & International Business
Mr Brian McGrath, Head of School of Business
Mr Ger O'Donovan, Head of Faculty Business
Dr Noel Murray, Assistant Lecturer of Marketing & International Business
Ms Orla Cartner, Assistant Lecturer Accounting & Information Systems
Mr Connor Kelleher, Lecturer Marketing & International Business
Ms Aisling Conway, Lecturer Management & Enterprise
Josephine O'Halloran, Lecturer Marketing & International Business
Mr John Lynch, Lecturer Accounting & Information Systems
Ms Lisa Murphy, Lecturer Management & Enterprise

BACKGROUND TO THE PROPOSED PROGRAMME

The proposal seeks validation for a Master of Arts in Global Business. The programme has been designed to run in both full time and part time modes. The proposal also seeks validation for a 60 credit embedded award of a Postgraduate Diploma in Arts in Global Business. The programme Master of Arts in Global Business is tailored towards business graduates with the aim of developing their knowledge of the global market place and Ireland's position within that space. The programme is unique in terms of offering a placement opportunity for students participating in the programme with the aim of leveraging and developing local and overseas placement partners in the US, Asia and Canada. The programme is being offered by the Department of Marketing & International Business as part of a portfolio of programmes to widen its offerings in this space. In particular, it is important to note that the new programme aims to complement the existing MSc in International Business which was designed as a conversion programme for non-business graduates.

The proposal supports and underpins the institution's strategic plan as well as meeting the long term strategic objectives of the School of Business. In 2013, the Department of Marketing & International Business was established to meet key strategic goals within the School of Business. Primarily the department was tasked with the development of a broader range of programmes in the marketing and sales management space while also developing the infrastructure, linkages and knowledge for the enhancement of internationalisation with respect to curriculum and student recruitment. The proposal supports and underpins the institution's strategic plan by prioritising international activities by attracting students from selected overseas higher education institutions interesting in pursuing an international business qualification rather than a generic business qualification. In addition, the programme was also designed bearing in mind the needs and requirements of Irish students who require an increasing level of knowledge in world economies, the rise of emerging markets and the impact the EU has on matters of national importance.

FINDINGS OF THE PANEL

*NOTE: In this report, the term "**Requirement**" is used to indicate an action or amendment which in the view of the Panel **must** be undertaken prior to commencement of the Programme. The term "**Recommendation**" indicates an item to which the Institute/Academic Council/Course Board should give serious consideration for implementation at an early stage and which should be the subject of ongoing monitoring.*

The Panel would like to **commend** the programme development team for the quality of the proposal. The enthusiasm of the proposers for the programme was clearly evident on the day of the validation panel itself.

The Panel has considered the documentation provided and has discussed the programme with the proposers. Based on this, the Panel has arrived at a number of Findings, Requirements and Recommendations as follows.

1. Programme-Level Findings

1.1 NEED FOR THE PROGRAMME

Validation Criterion: Is there a convincing need for the programme(s) with a viable level of applications?
Overall Finding: Yes

1.2 AWARD

Validation Criterion: Are the level and type of the proposed awards appropriate?
Overall Finding: Yes

1.2.1 The programme designation as a Master of Arts in Global Business is appropriate. A detailed discussion regarding the proposed title of the programme took place and the panel **recommends** that the proposers consider renaming the programme to Master of Arts in **Global Business Practice**.

1.2.2 The proposers need to distinguish clearly between the Master of Arts in Global Business and the MSc in International Business. The panel **recommends** that this distinction needs to be reflected and represented clearly in marketing and literature related to the programme offering.

1.2.3 The proposers included the appropriate documentation for the award of Postgraduate Diploma as an exit strategy should participants in the programme not be in a position to complete the third semester which includes the placement element. The programme designation as a Postgraduate Diploma in Arts in Global Business is appropriate.

1.3 LEARNING EXPERIENCE

Validation Criterion: Is the learning experience of an appropriate level, standard and quality overall?
Overall Finding: Yes

1.3.1 The panel **recommends** that the proposers reduce the number of assessments and revise other assessments as detailed in the module level findings section detailed in Section 2.

1.3.2 The panel **recommends** that all modules should to be reviewed to ensure that they are at the correct level i.e. expert.

1.3.3 The panel **recommends** that reference to the significance and impact of culture in international business be included in the programme level outcomes.

1.4 PROGRAMME STRUCTURE

Validation Criterion: Is the programme structure logical and well designed (including procedures for access, transfer and progression)?
Overall Finding: Yes, subject to certain requirements and recommendations.

The Programme Outcomes as proposed to the panel on 30th May 2016 are in Appendix 1.
Findings, requirements and recommendations concerning individual modules (if any) are recorded in section 2 below.

1.4.1 Requirement. A contingency or alternative to the module Internationalisation Placement needs to be devised to ensure that students who cannot complete placement or cannot obtain a placement have an alternative to complete the programme. The panel recommends that this contingency should be a research project, the nature of which needs to be at expert level.

1.5   PROGRAMME MANAGEMENT

Validation Criterion: Are the programme management structures adequate?
Overall Finding: Yes.

1.5.1 The panel **recommends** that a programme handbook should be developed to include e.g. placement guidelines, indicative programme milestones, management structure, and timing of assessments etc. for all students participating in the programme.

1.6   RESOURCE REQUIREMENTS

Validation Criterion: Are the resource requirements reasonable?
Overall Finding: No

1.6.1 The panel **recommends** that the resource requirements should be updated to reflect the cost of placement, fieldtrips, and simulation software costs.

1.6.2 The panel **recommends** that the allocation of resources to facilitate and support students placed internationally be investigated by engaging with the international office in CIT.

1.6.3 The panel **recommends** that the allocation of workload allowance for lecturers delivering on the programme and managing the programme be considered. The reason for this is to support and ensure the quality of modules delivered at expert level.

1.7   IMPACT ON THE INSTITUTE

Validation Criterion: Will the impact of the programme on the Institute be positive?
Overall Finding: Yes

2. Module-Level Findings

The Panel notes that 9 modules on the proposed programme as presented to the panel are new modules. The panel was informed that the new draft modules have been subject to internal scrutiny by the CIT module moderator (Dr Catherine Frehill).

In exercising its brief to consider the overall standard and appropriateness of modules, the Panel wishes to add the following findings, requirements and recommendations.

2.1 ALL MODULES

2.1.1 Requirement: Any revisions to Module Descriptors or Semester Schedules made to address the recommendations and requirements in this require sign-off from the CIT Module Moderator and the Registrar's Office prior to approval by the CIT Academic Council.

2.1.2 Requirement: Reading lists including journals and texts should be updated to ensure currency of content.

2.1.3 Requirement: The assessment strategy for all modules need to be reviewed with the aim of ensuring that the students are not over assessed.

2.2. MODULES

2.2.1 International Business Negotiation

Recommendation: Verbs used in learning outcomes should be revised to ensure that it reflects the expert nature of the module. Given the applied nature of the module, the formal exam assessment should be reviewed and the panel recommends the assessment strategy needs to reflect this.

2.2.2 Operations Strategy

Recommendation: The indicative content of the module should be reviewed to include reference to data analytics and its impact in operations strategy. The proposers should review the learning outcomes and assessment for this module to ensure constructive alignment to support the inclusion of this content in the module.

2.2.3 Innovation Theory and Practice

Recommendation: The module should be reviewed to ensure constructive alignment of the module learning outcomes and assessment. In particular the assessment refers to the development of an innovation strategy and this needs to be reflected in the learning outcomes.

2.2.4 Business Environment Simulation

Recommendation: The module resources should be updated to include business development strategy resources and market strategies and tactics.

2.2.5 Trade Policy & Regulation

Recommendation: The use of Short Answer Questions (SAQ) for assessment at expert level should be revised.

2.2.6 Purchasing & Logistics

Recommendation: The indicative content of the module should be reviewed to expand the content to include Internet of Things (IoT) and its impact in purchasing, logistics and supply chain management strategy. The learning outcomes and indicative content should also include reference to the challenges of logistics, purchasing and supply chain management for services and software, in additional to tangible physical products. The proposers should review the learning outcomes and assessment for this module to ensure constructive alignment to support the inclusion of this content in the module.

2.2.7 Internationalisation Placement

Requirement: The module *Internationalisation Placement* needs to be rewritten to allow students to participate in a variety of placement settings and assessed accordingly. The panel feels that the assessment component referring specifically to the development of a short/medium term strategy is too restrictive.

Other Findings

At the validation meeting the panel were very supportive of the programme due to the constructive engagement during the panel sessions. The panel supported and encouraged further development of the programme in line with discussions, requirements and recommendations made by the panel.

The panel wishes to commend the staff and management on their energy, teamwork and enthusiasm and dedication in putting together the programme proposal.

The additional documentation and module revisions have been reviewed and the updated submission meets all the requirements as set out previously. The approved semester schedules are shown in Appendix 3.

4. Conclusion

Based on the above findings, the Panel has arrived at the following conclusions:

- The Master of Arts in Global Business Practice and Postgraduate Diploma in Arts in Global Business meets the required standards for an award in the Arts field of study at Level 9 of the National Framework of Qualifications.

- The Programmes meet the criteria for validation of new programmes adopted by the Academic Council of Cork Institute of Technology.

The Panel therefore recommends that the two Programmes be validated for five academic years, or until the next programmatic review, whichever is soonest, subject to implementation of the Requirements above, and with due regard to the Recommendations made.

Implementation of Requirements and Recommendations
Requiring Registrar's Office Sign-Off:
1.2.1 Recommendation: Complete.
1.2.2 Recommendation: An appropriate marketing strategy is under development.
1.3.1 Recommendation: Complete
1.3.2 Recommendation: Complete
1.3.3 Recommendation: Complete
1.4.1 Requirement: Complete – New module MGMT9044 Internationalisation Project.
1.5.1 Recommendation: Draft of programme handbook in progress.
1.6.1 Recommendation: Complete
1.6.2 Recommendation: HoD and programme team will work with the International Office.
1.6.3 Recommendation: Allowances will be sought.
2.1.1 Requirement: Complete
2.1.2 Requirement: Complete
2.1.3 Requirement: Complete
2.2.1 Recommendation: Complete
2.2.2 Recommendation: Complete
2.2.3 Recommendation: Complete
2.2.4 Recommendation: Complete
2.2.5 Recommendation: Complete
2.2.6 Recommendation: Complete
2.2.7 Requirement: New module PLAC9018 revised.

Appendix 1 – Proposed Programme Outcomes – Master of Arts in Global Business

Programme Outcomes

Upon successful completion of this programme the graduate will be able to demonstrate... :

PO1	Knowledge - Breadth	
	(a)	Demonstrate broad understanding of the key business areas that underpin the internationalization of business organisations.
PO2	Knowledge - Kind	
	(a)	Explore, evaluate and critique the multitude of complex issues, challenges and perspectives relating to the global business environment.
PO3	Skill - Range	
	(a)	Applicability of skills across management, business development, operations, supply chain, global strategy and other key international business practices.
PO4	Skill - Selectivity	
	(a)	Analyse, evaluate and synthesise complex, multi dimensional problems emanating from the global business environment from the perspective of individual, peer and team based insight.
PO5	Competence - Context	
	(a)	Apply their knowledge and competencies in a range of business organisations from SMEs to MNCs who are, or who are intending, to trade internationally.
PO6	Competence - Role	
	(a)	Act pro-actively, practically and positively in a variety of structures (including teams) to complete specific tasks pertinent to global business, while fulfilling a variety of roles.
PO7	Competence - Learning to Learn	
	(a)	Display autonomy to control their own personal development through inquiry, reflection and investigation.
PO8	Competence - Insight	
	(a)	Synthesize their knowledge, skills and competencies in a manner that ensures a rounded perspective on the global business environment.

Proposed Programme Outcomes – Postgraduate Diploma in Arts in Global Business

Programme Outcomes

Upon successful completion of this programme the graduate will be able to demonstrate... :

PO1	Knowledge - Breadth	
	(a)	Demonstrate broad understanding of the key business areas that underpin the internationalization of business organisations.
PO2	Knowledge - Kind	
	(a)	Explore, evaluate and critique the multitude of complex issues, challenges and perspectives relating to the global business environment.
PO3	Skill - Range	
	(a)	Apply skills across management, business development, operations, supply chain, global strategy and other key international business practices.
PO4	Skill - Selectivity	
	(a)	Analyse, evaluate and synthesise complex problems emanating from the global business environment from the perspective of individual, peer and team based insight.
PO5	Competence - Context	
	(a)	Apply their knowledge and competencies in a range of business organisations from SMEs to MNCs who are, or who are intending, to trade internationally.
PO6	Competence - Role	
	(a)	Act pro-actively, practically and positively in a variety of structures (including teams) to complete specific tasks pertinent to global business, while fulfilling a variety of roles.
PO7	Competence - Learning to Learn	
	(a)	Display autonomy to control their own personal development through inquiry, reflection and investigation.
PO8	Competence - Insight	
	(a)	Synthesize their knowledge, skills and competencies in complex situations

Appendix 2 – Proposed Semester Schedules - Master of Arts in Global Business

Stage 1 / Semester 1

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	PT Contact Hours	PT Contact Hours	Course Work	Formal Exam
No Code Yet	International Bus. Negotiation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Financial Interpretation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Business Relationship Mgt. (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
No Code Yet	Operations Strategy (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
No Code Yet	Global Competitive Strategies (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Innovation Theory and Practice (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 2

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9036	Seminar Series (International) (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9038	Business Environment Simulation (Approved)	Pio Fenton	Expert	10.0	3.00	3.00	100.0	0.0
No Code Yet	Trade Policy & Regulation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
PLAC9017	International Bus Field Trip (Approved)	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0
No Code Yet	Purchasing & Logistics (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 3

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
No Code Yet	Internationalisation Placement (Draft)		Expert	30.0	0.50	0.00	100.0	0.0

Proposed Semester Schedule - Postgraduate Diploma in Arts in Global Business

Stage 1 / Semester 1

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
No Code Yet	International Bus. Negotiation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Financial Interpretation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Business Relationship Mgt. (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
No Code Yet	Operations Strategy (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
No Code Yet	Global Competitive Strategies (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
No Code Yet	Innovation Theory and Practice (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 2

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9036	Seminar Series (International) (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9038	Business Environment Simulation (Approved)	Pio Fenton	Expert	10.0	3.00	3.00	100.0	0.0
No Code Yet	Trade Policy & Regulation (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
PLAC9017	International Bus Field Trip (Approved)	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0
No Code Yet	Purchasing & Logistics (Draft)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Appendix 3 – Approved Semester Schedules - Master of Arts in Global Business Practice CR_BGLBP_9

Stage 1 / Semester 1

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9039	International Bus. Negotiation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
ACCT9002	Financial Interpretation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
MRKT9018	Business Relationship Mgt. (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9040	Operations Strategy (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9041	Global Competitive Strategies (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
MGMT9042	Innovation Theory and Practice (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 2

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9036	Seminar Series (International) (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9038	Business Environment Simulation (Approved)	Pio Fenton	Expert	10.0	3.00	3.00	100.0	0.0
LEGS9003	Trade Policy & Regulation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
PLAC9017	International Bus Field Trip (Approved)	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0
MGMT9043	Purchasing & Logistics (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 3

Elective Regulation
Students must complete one elective. MGMT9044 will only be completed in cases where learners cannot obtain a placement or complete PLAC9018

Elective								
Mod Code	**Module Title**	**Co-ordinator**	**Level**	**Credits**	**FT Contact Hours**	**PT Contact Hours**	**Course Work**	**Formal Exam**
PLAC9018	Internationalisation Placement (Approved)	Pio Fenton	Expert	30.0	0.50	0.00	100.0	0.0
MGMT9044	Internationalisation Project (Approved)	Pio Fenton	Expert	30.0	3.00	0.00	100.0	0.0

Postgraduate Diploma in Arts in Global Business – CR_BGLOB_9

Stage 1 / Semester 1

Mandatory								
Mod Code	**Module Title**	**Co-ordinator**	**Level**	**Credits**	**FT Contact Hours**	**PT Contact Hours**	**Course Work**	**Formal Exam**
MGMT9039	International Bus. Negotiation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
ACCT9002	Financial Interpretation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
MRKT9018	Business Relationship Mgt. (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9040	Operations Strategy (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9041	Global Competitive Strategies (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0
MGMT9042	Innovation Theory and Practice (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0

Stage 1 / Semester 2

Mandatory								
Mod Code	**Module Title**	**Co-ordinator**	**Level**	**Credits**	**FT Contact Hours**	**PT Contact Hours**	**Course Work**	**Formal Exam**
MGMT9036	Seminar Series (International) (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9038	Business Environment Simulation (Approved)	Pio Fenton	Expert	10.0	3.00	3.00	100.0	0.0
LEGS9003	Trade Policy & Regulation (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
PLAC9017	International Bus Field Trip (Approved)	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0
MGMT9043	Purchasing & Logistics (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0