

## Report of Validation Panel

**Date of Meeting:** 04/05/2018

**Named Award:** Master of Business Administration  
**Programme Titles:** Master of Business Administration in Strategy  
**Award Type:** Taught Masters  
**Award Class:** Major Award  
**NFQ Level:** Level 9  
**Intakes Commencing:** September 2018  
**ECTS/ACCS Credits:** 90

### PANEL MEMBERS

<b>Name / Function / Institution</b>
Dr Noel Harvey, Senior Lecturer, School of Business, GMIT
Mr Anton Barrett, Head Lifelong Learning, DkIT
Mr Joe Sherlock, National Corporate Sales Manager, Laya Healthcare
Mr Hugh Griffin, Senior Manager AIB
Prof Hugh McGlynn, Head of School of Science and Informatics, CIT

### PROPOSING TEAM MEMBERS

<b>Name / Function / Department</b>
Mr Don Crowley, Head of Department of Organisation and Professional Development, CIT
Dr Angela Wright, Department of Organisation and Professional Development, CIT
Mr John Meyler, Department of Organisation and Professional Development, CIT
Mr Brian McGrath, Head of School of Business, CIT
Mr Ger O'Donovan, Head of Faculty of Business and Humanities, CIT
Ms Anne Crowley, Department of Organisation and Professional Development, CIT
Ms Lisa Murphy, Department of Marketing & International Business, CIT
Mr Bernard Vallely, Department of Organisation and Professional Development, CIT
Mr AL Devine, Department of Organisation and Professional Development, CIT
Mr Aengus Daly, Department of Mathematics, CIT
Mr Mick O'Callaghan, Department of Organisation and Professional Development, CIT
Ms Jane Leonard, Department of Organisation and Professional Development, CIT

## **BACKGROUND TO THE PROPOSED PROGRAMMES**

This proposal is for a two-year part-time Master of Business Administration in Strategy (MBA in Strategy). Managing a business involves a wide variety of business activities from accounting and marketing, to managing people and data.

An MBA provides a graduate education in foundational business practices, such as accounting, finance, marketing and management, for those who do not have a business background or undergraduate degree in same. The proposed MBA in Strategy, aims to further develop the business skills and acumen that candidates have fostered to date, and increase in them, a leadership ability that can be used to benefit their organisations.

In developing this MBA, the proposers have developed a Master of Business in Strategy for graduates of Business who also have significant business/industry experience.

The aim of the MBA in Strategy is to enable learners to develop their leadership and strategic management skills, thus raising their individual performance and assisting their organisations achieve success. The MBA in Strategy enables the learner, as a professional, to review their leadership and management style and identify how they can improve upon same to increase their effectiveness at a senior level in the workplace. The programme allows learners to develop an appreciation of the interconnectedness of all aspects of the organisation, and an appreciation of the role each function must play in delivering on organisational goals. For most learners, moving to a strategic role in their organisation requires an understanding of functions outside of their existing professional competence together with an expert command of the strategic management.

At the validation panel session , the programme team tabled Applied Business Finance in place on International Performance Management.

## FINDINGS OF THE PANEL

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 with a viable level of applications?**

Overall Finding: Yes

#### 1.2 AWARD

**Validation Criterion: Are the level and type of the proposed award appropriate?**

Overall Finding: Yes

#### 1.3 LEARNING EXPERIENCE

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

Overall Finding: Yes

The proposed Programme Outcomes as presented to the Panel are attached as Appendix 1. Findings, requirements and recommendations concerning individual modules (if any) are recorded in Section 3 below.

#### 1.4 PROGRAMME STRUCTURE

**Validation Criterion: Is the programme structure logical and well designed (including procedures for access, transfer and progression)?**

Overall Finding: Yes

The Panel notes that the programme structure had already been the subject of external peer evaluation . The Semester Schedules as proposed are in Appendix 2.

1.4.1 Recommendation: Consideration to be given to exit award when/if student completes 60ECTS

1.4.2 Recommendation: Consider earlier scheduling of International Business Trip

## 1.5 PROGRAMME MANAGEMENT

**Validation Criterion: Are the programme management structures adequate?**

Overall Finding: Yes

Findings: Management structures in place to ensure delivery of both programmes

## 1.6 RESOURCE REQUIREMENTS

**Validation Criterion: Are the resource requirements reasonable?**

Overall Finding: Yes

The Panel was assured on behalf of the President and Head of Faculty/College/School that appropriate resources in terms of staffing and facilities will be put in place when the programme is validated.

1.6.1 Recommendation : Resources available on MBus programme, consideration of an appropriate induction programme to include team building

## 1.7 IMPACT ON THE INSTITUTE

**Validation Criterion: Will the impact of the programme on the Institute be positive?**

Overall Finding: Yes

Findings: Approval will result in the discontinuation of the MBus suite of offerings

## 2. Module-Level Findings

The Panel notes that 10 modules on the proposed programme are pre-approved modules which may be delivered across several CIT programmes.

The Panel was informed that the new draft modules have been the subject of external scrutiny by external reviewers.

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

**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.

## 3. Other Findings

The panel highly commend the proposal for the MBA (Strategy), the panel recognises the significant effort of the team and acknowledges their full cooperation in the validation discussions

The panel makes the following recommendations:

- 3.1 That the programme team consider the inclusion of the following components in the existing modules offered on this programme:
  - a) Ethics & Corporate Governance
  - b) Law (Corporate)
  - c) Technology (Technology enabled decision making)
- 3.2 That the programme team consider both the level and range of assessments to be more adult learner friendly which would both offer a level of flexibility and would future proof both programmes.
- 3.3 That the programme team consider a blended learning approach of delivery where appropriate which would both offer a level of flexibility and would future proof both programmes.
- 3.4 That the programme team consider embedding of writing skills at NFQ Level 9 in the programme outcomes.
- 3.5 That the programme team when marketing this programme ensure materials clearly differentiate this programme from similar departmental offerings.

#### **4. Conclusion**

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

- The Programme meet the required standards for an award in the Master of Business Administration field of study at Level 9 of the National Framework of Qualifications.
- The Programme meets the criteria for validation of a new programme adopted by the Academic Council of Cork Institute of Technology.

The Panel therefore recommends that the Programme be validated for five academic years, or until the next programmatic review, whichever is soonest, with due regard to the Recommendations made.

Implementation of Requirements and Recommendations
<b>Requiring Registrar's Office Sign-Off:</b>
<p><b>1.4.1 Recommendation:</b> Consideration to be given to exit award when/if student completes 60 ECTS</p> <p>The Programme Board has considered this option and do not wish to offer a Postgraduate Diploma exit award at this time as the Dissertation is an integral part of the overall qualification.</p>
<p><b>1.4.2 Recommendation:</b> Consider earlier scheduling of International Business Trip</p> <p>This will now take place in September of second year. Students would not have the the required prerequisite learning in advance of this date.</p>
<p><b>1.6.1 Recommendation:</b> Resources available on MBus programme, consideration of an appropriate induction programme to include team building</p> <p>Induction and Orientation activities will be scheduled for Week Zero.</p>
<p><b>3.1 Recommendation:</b> That the programme team consider the inclusion of the following components in the existing modules offered on this programme: Ethics &amp; Corporate Governance; Law (Corporate); Technology (Technology enabled decision making)</p> <p>Content on Ethics &amp; Corporate Governance have been included in a number of modules including IT Strategy &amp; Business Analytics, Contemporary Issues in Marketing, International Financial Management, Leadership &amp; OB, Research Methods, and both Strategy modules. Law is included in the Trade Policy &amp; Regulation module. The proposed Data Analytics &amp; Strategy module has been revised to include IT-enabled business content and will now be titled IT Strategy &amp; Business Analytics.</p>
<p><b>3.2 Recommendation:</b> That the programme team consider both the level and range of assessments to be more adult learner friendly which would both offer a level of flexibility and would future proof both programmes.</p> <p>The programme incorporates a range of assessment instruments, for example, live case studies, individual and group projects, presentations, reflective journals and final examinations.</p>
<p><b>3.3 Recommendation:</b> That the programme team consider a blended learning approach of delivery where appropriate which would both offer a level of flexibility and would future proof both programmes.</p> <p>IT Strategy &amp; Business Analytics will be delivered using a blended learning model. The programme team will also use technology for delivery of some guest lectures and will consider using a blended learning delivery mode for other modules in the future.</p>

**3.4 Recommendation:** That the programme team consider embedding of writing skills at NFQ Level 9 in the programme outcomes.

Sessions on academic writing skills will be delivered during the induction week and also focussed on as part of Research Methods module in Semester One.

**3.5 Recommendation:** That the programme team when marketing both programmes ensure materials clearly differentiate this programme from similar departmental offerings.

Noted.

## **APPENDIX 1 – Proposed Programme Outcomes**

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

### **PO1 Knowledge - Breadth**

An in-depth knowledge of expert management skills which will enable the graduate to formulate, implement, monitor, evaluate and review the management of their organisation. Competence in leading organisations at a strategic level as well as a systematic understanding of current best practice in the field of individual and organisational learning.

### **PO2 Knowledge - Kind**

Excellent communication skills together with increased flexibility and adaptability when handling uncertainty. A critical awareness of the international business environment together with an expert perspective on strategic organisational goals. The graduate will assume a greater role in the strategic leadership of their organisation with specialist skills and expertise and a well-focussed perspective. The graduate will commit to ongoing learning and development while demonstrating an awareness of ethical and social issues.

### **PO3 Skill - Range**

A broad range of personal and organisational skills such as conceptual, diagnostic, technical, interpersonal, informational, communication, risk taking, analytical and problem solving skills to enable the graduate to lead their organisation at a senior level. A strong ability to build trust, communicate effectively and demonstrate rational decision making allowing them to gain and use power successfully, manage relationships, cultural differences and workforce diversity to enable them to develop high performance teams and organisations.

### **PO4 Skill - Selectivity**

The ability to define and resolve structured and unstructured problems, analyse hard issue problems, interpret clear/ambiguous problems and situations, and demonstrate qualitative and quantitative judgement based on experience and intuition, as well as objectivity when dealing with complex issues.

### **PO5 Competence - Context**

An expert ability to apply the knowledge learned in a combination of environments to their own organisations; apply knowledge in contexts which are predictable and unpredictable, which are contingent on the organisation and the environment, and demonstrate awareness, adaptability and anticipation of these contexts and adapt accordingly.

### **PO6 Competence - Role**

The ability to assume strategic level responsibility within their organisation, while leading, creating, initiating and stimulating conceptual level thought processes. Demonstrate the ability to implement strategies within a learning organisation.

### **PO7 Competence - Learning to Learn**

The competence to take responsibility for his/her own learning as evidenced by advanced research assignments and directed study; successfully lead the sharing and transfer of knowledge as part of a learning organisation; utilise MBA programme learning to deal with new experiences and unfamiliar situations, and continue their path to lifelong learning.

### **PO8 Competence - Insight**

Confidence which reflects the MBA culture while acting as a role model within

## Appendix 2 – Semester Schedules

### Stage 1 / Semester 1

Mandatory									
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Form Exam	
MGMT9009	Research Methods (Approved)	DON CROWLEY	Expert	5.0	3.00	3.00	100.0	0.0	
No Code Yet	Exploring Corporate Strategy (Draft)	DON CROWLEY	Expert	10.0	3.00	2.00	100.0	0.0	
No Code Yet	Applied Business Finance (Draft)	DON CROWLEY	Expert	5.0	3.00	2.00	50.0	50.0	
MGMT9055	Leadership & Org. Behaviour (Approved)	DON CROWLEY	Expert	5.0	3.00	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	Form Exam	
ECON9001	Economics of Global Markets (Approved)	Pio Fenton	Expert	5.0	2.00	2.00	50.0	50.0	
No Code Yet	Global Business Strategy (Draft)	DON CROWLEY	Expert	10.0	3.00	2.00	50.0	50.0	
MGMT9019	Contemporary Issues in Mkt (Approved)	DON CROWLEY	Expert	5.0	3.00	3.00	50.0	50.0	
DATA9004	IT and Analytics for Business (Approved)	David Goulding	Expert	5.0	2.00	2.00	100.0	0.0	

## Stage 2 / Semester 1

Elective Regulation  
 ONE Mandatory plus choose ONE Elective

Mandatory									
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam	
PLAC9017	International Bus Field Trip <i>(Approved)</i>	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0	
Elective									
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam	
MGMT9040	Operations Strategy <i>(Approved)</i>	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0	
MGMT9006	Innovation & Creativity <i>(Approved)</i>	DON CROWLEY	Expert	5.0	3.00	3.00	50.0	50.0	
MGMT9056	Organisational Change Mgt. <i>(Approved)</i>	DON CROWLEY	Expert	5.0	3.00	2.00	100.0	0.0	
MGMT9011	Services Marketing Management <i>(Approved)</i>	DON CROWLEY	Expert	5.0	3.00	3.00	50.0	50.0	
ACCT9004	Strategic Corporate Finance <i>(Approved)</i>	DON CROWLEY	Expert	5.0	2.00	2.00	40.0	60.0	

## Stage 2 / Semester 2

Elective									
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam	
MGMT9054	MBA Research Thesis <i>(Approved)</i>	DON CROWLEY	Expert	30.0	0.90	0.90	100.0	0.0	