

## PROGRAMMATIC REVIEW OF THE SCHOOL OF BUSINESS

### Phase 2: Programme Review

# PROGRAMME PANEL REPORT

SCHOOL: BUSINESS  
DEPARTMENT: ORGANISATION & PROFESSIONAL DEVELOPMENT  
DATE: 12<sup>TH</sup> – 13<sup>TH</sup> APRIL 2016

## PROGRAMMES SUBMITTED FOR REVIEW

### **Major Awards**

Higher Certificate in Business in Business Administration  
Bachelor of Business in Business Administration  
Bachelor of Business (Honours) in Business Administration

Bachelor of Arts in Human Resource Management  
Bachelor of Arts (Honours) in Human Resource Management  
Postgraduate Diploma in Arts in Human Resource Management  
Master of Arts in Human Resource Management

### **Non-Major Awards**

Certificate in HR Management and Development, NFQ L6 Minor Award (linked to the Bachelor of Arts in Human Resource Management)

## PROGRAMME REVIEW PANEL MEMBERSHIP

Dr Keith McManus, Head of Department of Computing and Creative Practices, IT Sligo  
(Chairperson)

Ms Hazel Sullivan, Senior Manager HR Business Partner – International, McKesson

Ms Margaret Collins, HR Manager, Herlihy Supermarket Group Ltd

Dr Catherine Frehill, Office of the Registrar & Vice President for Academic Affairs, CIT

## PROGRAMME REPRESENTATION

### **Programme Staff**

Don Crowley, Head of Department, Department of Organisation and Professional Development

Gerard O'Donovan, Head, Faculty of Business and Humanities

Sinead Huskissen, Lecturer, Department of Management and Enterprise

Fred Creedon, Lecturer, Department of Accounting and Information Systems

Denise McSweeney, Lecturer, Department of Accounting and Information Systems

Mary Oldham, Lecturer, Department of Organisation and Professional Development

Finbarr Sheehan, Lecturer, Department of Organisation and Professional Development

Patricia Cogan, Lecturer, Department of Mathematics

Aidan O'Connor, Lecturer, Department of Mathematics

Martina Mercer, Lecturer, Department of Organisation and Professional Development

Orla Cartner, Lecturer, Department of Accounting and Information Systems

Dr Deirdre O'Donovan, Lecturer, Department of Organisation and Professional Development

Sheila Butler, Lecturer, Department of Organisation and Professional Development

Deborah Harrington, Lecturer, Department of Organisation and Professional Development

Karen McCarthy, Lecturer, Department of Marketing and International Business

Bert Ahern, Lecturer, Department of Organisation and Professional Development

Olive MurphyODwyer, Lecturer, Department of Organisation and Professional Development

Dr Felix Raekson, Lecturer, Department of Organisation and Professional Development

Al Devine, Lecturer, Department of Organisation and Professional Development

Lisa Murphy, Lecturer, Department of Management and Enterprise

John Meyler, Lecturer, Department of Management and Enterprise

### **Learner Representatives**

Mr Adam Buckley, Bachelor of Business in Business Administration, Stage 2

Mr Brian Murphy, Master of Arts in Human Resource Management

Mr Brian Twomey, Bachelor of Business (Honours) in Business Administration, Stage 4

Ms Ewa Ziobran, Bachelor of Arts (Honours) in Human Resource Management, Stage 4

Mr Jack Milne-Dowd, Bachelor of Business in Business Administration, Stage 1

### **Graduates**

Mr Aidan O'Sullivan, Bachelor of Business (Honours) in Business Administration (2014), Services and Materials Buyer, Tyco

Ms Carol O'Mahony, Bachelor of Business (Honours) in Business Administration (2015), Master of Arts in Public Relations with New Media

Ms Caroline Spillane, Bachelor of Arts in Human Resource Management 2015, HR Business Partner, Voxpro

Ms Sylvia Meulmeester, Master of Arts in Human Resource Management 2015, commencing Doctoral studies

Ms Caroline Mehigan, Master of Arts in Human Resource Management 2015, Senior Human Resources Manager Ireland and UK, Marriott Vacations Worldwide Corporation

**External Stakeholders**

Ms Michelle Johnson, CEO, ASA Marketing Group

Mr Theo Hoare, Managing Director, Apex Insurance Brokers

Mr John Moynihan, Logistics Manager, Heineken Ireland

## A. PROGRAMME SUMMARY AND MAJOR CHANGES PROPOSED

### 1 HIGHER CERTIFICATE IN BUSINESS IN BUSINESS ADMINISTRATION BACHELOR OF BUSINESS IN BUSINESS ADMINISTRATION

#### 1.1. Programme Summary

The Bachelor of Business in Business Administration is a three year degree, 180 ECTS, with an embedded award of a Higher Certificate in Business in Business Administration for those students who leave on successful completion of two years, 120 ECTS.

The Bachelor of Business in Business Administration programme aims to develop knowledge, skills and competence with respect to the Business Administration environment. Through an emphasis on skills required for business and related disciplines, the programme will produce graduates with a large range of skills and abilities which can lead to graduates undertaking a wide range of administrative duties and obtaining employment in areas such as office administration, financial services, banking, insurance, supply chain management, human resource management, marketing, desktop publishing, customer service, customer contact centres and fund services.

The graduate of the Bachelor of Business in Business Administration is competent to apply in a responsible manner, current business theory, applications and practice. They exercise independent judgement and work with significant autonomy within their allocated responsibility. The performance of their business role requires an understanding of relevant business, HRM, marketing, financial and management considerations.

Since 2008 the programme has incorporated a placement opportunity for semester six and this has proven to be a significant strength for the programme. Students who graduate are expected to have an awareness of the intricacies of marketing and business, be cognisant of customer needs in product or service delivery and are expected to be digitally savvy upon entering the workforce.

#### 1.2 Major Changes Now Proposed

The programme has incorporated mandatory and elective modules in Human Resource Management which will open new career opportunities to those students interested in a career in HRM. New language electives have been introduced in line with changes proposed from departments within the School of Business. The language offering is focusing on French, German and Spanish. Italian is being removed due to lack of demand. The programme will maintain an emphasis on management and the inclusion of further ICT and entrepreneurship will ensure the continued relevance and credibility of Business Administration graduates. To expand student choice in semester 6 external study has been listed as an alternative to work placement. In the event that work placement or external study is not feasible an alternative suite of modules has been proposed by the School of Business.

Summary of Changes:

Stage 1: New elective modules: Contemporary Business  
German Language and Culture

LANG6005 Working with French  
Communication for Business  
Breakthrough German  
LANG6006 Basic Spanish

Stage 2:

MGMT6028 HRM in Contemporary Business replaces LEGS6001 Irish Legal System (Mandatory)  
ECON7007 Principles of Economics replaces ECON6003 Microeconomics (Mandatory)  
LEGS6012 Business Law replaces LEGS6002 Aspects of Civil Law (Mandatory)

New elective modules: MGMT7062 Introduction to Supply Chain  
Entrepreneurial Mindset  
German and Spanish Society  
MGMT6029 Professional HR Practice  
MGMT7065 Supply Chain Optimisation  
German and Business Culture  
LANG6030 Spanish Language and Culture

Stage 3:

Digital Mktg, SEO & Analytics replaces INFO7009 Management Information Systems (Mandatory)  
People Management Strategies replaces MGMT7021 Human Resource Management (Mandatory)  
IT for Business Professionals replaces MGMT7023 Project Management 1 (Mandatory)

New elective modules: Working with German  
MRKT7013 Advertising and Promotion  
LANG6033 Working with Spanish  
Finance for IT Managers

PLAC7009 Work Placement mandatory changed to elective

New elective modules: APEX8030 Approved External Study – 30 Credits  
MGMT6044 Cultural Studies  
MGMT8043 Seminar Series  
International Market Launch  
MGMT7075 Emerging Markets  
MMED8023 Media Presentation

## 2 BACHELOR OF BUSINESS (HONOURS) IN BUSINESS ADMINISTRATION

### 2.1. Programme Summary

The Bachelor of Business (Honours) in Business Administration is a one year add-on Level 8 Honours degree. The honours degree builds on the business skills developed during the degree though a continued emphasis on business technology, operational and strategic elements of business and business administration. Through elective choices students can develop their expertise in areas such as HRM and Marketing. Extensive use of projects, group work, live case

studies and guest lectures ensures graduates have a broad and general appreciation of business theory and developed practical skills that can be applied in the workplace.

## **2.2. Major Changes Now Proposed**

Language electives have been included to follow on from the level 7 language options. An elective module in International HRM has been included to allow graduate access to postgraduate study in that discipline.

Summary of Changes:

Semester 1

MMED8014 Multimedia Design replaced with Project Management (Mandatory)

New elective modules:     MGMT7008 Global Marketing Strategy  
                                  LANG8007 French Business, Media and Art  
                                  LANG8001 Applied German  
                                  MGMT8022 Workforce Diversity  
                                  MGMT8012 Business in the European Union  
                                  LANG7011 Applied Spanish

Semester 2

MGMT8033 Integrated Project replaced with Operations & Quality (Mandatory)

New elective modules:     LANG8002 Applied German Studies  
                                  ICT Law  
                                  LANG8008 French Culture and Literature  
                                  LANG6035 Applied Spanish Studies  
                                  MGMT8011 International HRM

## **3 BACHELOR OF ARTS IN HUMAN RESOURCE MANAGEMENT CERTIFICATE IN HR MANAGEMENT AND DEVELOPMENT**

### **3.1. Programme Summary**

The Bachelor of Arts in Human Resource Management is a three year degree, 180 ECTS, with an embedded award of a Certificate in HR Management & Development for all students who successfully complete first year, 60 ECTS. The programme is designed to meet the needs of those working in human resources, training and development or those who provide support for key aspects of these functions. The programme is also suitable for applicants who aspire to a career in human resources, training and development functions. Practical skills are developed throughout the programme through role-play, interview techniques, presentation of HR issues and manual handling skills. Graduates of the Bachelor of Arts in Human Resource Management are eligible to apply for intermediate level membership of Chartered Institute of Personnel and Development (CIPD).

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

Stage 1:

PSYC6002 Behavioural Science 1 replaced with Organisational Behaviour

PSYC6003 Behavioural Science 2 replaced with Communication for Business

Stage 2:

MGMT6037 Management Concepts replaced with Business Management Practices

MGMT7068 Management Practices replaced with Diversity

## **4 BACHELOR OF ARTS (HONOURS) HUMAN RESOURCE MANAGEMENT**

### **4.1. Programme Summary**

The Bachelor of Arts (Honours) in Human Resource Management is a one year add-on Level 8 Honours degree. The programme aims to provide graduates with a strong focus on HRM and related business disciplines. The emphasis is on tactical and strategic elements of HRM and its role in business today. Graduates may find themselves working in HRM roles or pursuing relevant postgraduate programmes.

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

No changes other than changes to module content, assessment type and timings, book resources and resources are proposed.

## **5 MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

### **POSTGRADUATE DIPLOMA IN ARTS IN HUMAN RESOURCE MANAGEMENT**

### **5.1. Programme Summary**

The Master of Arts in Human Resource Management is a two-year part-time Level 9 programme, 90 ECTS. The programme aims to deliver graduates with the best mix of practical skills and strategic level theoretical knowledge to ensure that they are ready to assume middle and senior management roles in industry. Many candidates on the part-time programme work in the HRM field and through study are aiming to progress to higher level positions. Graduates of the Masters have the opportunity to apply for advanced level membership of CIPD. In addition, graduates with relevant industry experience, may have gained knowledge sufficient to be considered for chartered membership status.

The Postgraduate Diploma in Arts in Human Resource Management is a 60 ECTS qualification at level 9. This exit award is available to learners who do not wish to complete the dissertation element of the Masters in Arts in Human Resource Management.

### **5.2. Major Changes Now Proposed**

From September 2016, the Department proposes to offer the programme on a full-time basis. Candidates should hold a minimum H22, Level 8 Honours Degree in Human Resource Management or a cognate discipline where the learner has at least 15 ECTS of undergraduate HRM study. Consideration may be given to Level 8 graduates from non-cognate areas but who have gathered significant HRM experience in industry, suitable applicants will be interviewed.

MGMT9008 Enterprise Finance & Law replaced with LEGS9002 Professional Employment Law

## B. PANEL FINDINGS AND RECOMMENDATIONS

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

Continent upon confirmation of the successful completion of the internal programme and module moderation process, the Panel **recommends to Academic Council that the listed programmes be revalidated** for five years or until the next Programmatic Review, whichever is sooner, with effect from 1<sup>st</sup> 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.

### 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. **Commendation:** The proposed programme structures deliver graduate profiles which reflects needs of employers. The panel would like to commend the process of employer engagement and the proactive way in which the employers' feedback was incorporated into the programmes.

3.2. The panel supports the entry requirement for the Master in Arts in Human Resource Management for a non-cognate discipline where the learner has at least 15 ECTS of undergraduate HRM study.

### 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 Maths Programme for Further Education Students, Academic Learning Support, A Good Start etc. However, the Institute, School and Department should consider extending the supports available to part-time evening students as many support services do not offer an evening service.

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 Department on the proposed HRM seminar series which aims to enhance learners' skills and knowledge through invited guest speakers who will share their up-to-date experience of practical elements of HRM practice. The seminar series will facilitate attendance by CIPD members and past HRM



graduates thus fostering the links and encouraging networking between CIT, CIPD, learners and alumni.

4.4. **Commendation:** The panel **commends** the panel for the flexible manner in which they deliver their programmes to meet the differing requirements of student cohorts.

4.5. **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.

4.6. **Recommendation:** The panel **recommends** that formal systems be put in place to allow for ongoing structured interaction and feedback between staff and students on the various programmes.

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

5.1. The panel **supports** the proposal to run the Masters of Arts in Human Resource Management full time.

5.2. **Recommendation:** The panel were concerned at the proposed delivery and assessment timing of the Master of Arts in Human Resource Management Dissertation for full-time learners. The panel recommends a review of the proposed delivery and assessment of the Dissertation for full-time learners.

5.3. **Recommendation:** The panel recommends that the Department consider the academic learning and consult with industry and other stakeholders the feasibility of including a Placement module in lieu of Dissertation for full-time students who do not have HRM experience.

## 6. 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 **recommends** that the programme and module teams should take measures to ensure that duplication or overlap of module learning and content is kept to a minimum.

6.2 **Recommendation:** While the panel welcomes the inclusion of the Experience Options in the Bachelor of Business in Business Administration there was some concern about the suite of modules that were offered as an alternative to the work placement or study abroad options. The modules are very general and at mixed levels for inclusion in the

final stage of a degree programme. Consideration should be given as to whether modules which are more specific and related to the degree discipline would be more appropriate.

6.3 **Recommendation:** The Department intends to seek MOUS accreditation for the Bachelor of Business in Business Administration in the future. The panel **recommends** that the Department continues to engage with IT services regarding the availability of Microsoft Outlook accounts for Business Administration learners.

6.4 **Recommendation:** The panel **recommends** the department review the two modules MGMT7031 Health & Safety Legislation and MGMT7030 Health & Safety Practical and consider one 5 ECTS Health & Safety module as due to the changing role of Human Resource Management, specialists in Health and Safety are consulted in the workplace.

6.5 **Recommendation:** The panel **recommends** the department review the range of Information Technology Systems studied on the programmes in Human Resource Management. While the panel acknowledges software licencing issues a working knowledge of IT systems are essential for graduates. The IT Systems which should be considered include Core HR, SAP, Oracle HR, Oracle PeopleSoft and Workday.

## 7. OTHER FINDINGS AND RECOMMENDATIONS

7.1 **Recommendation:** The panel **recommends** the Department undertake a review of the titles of Bachelor of Business in Business Administration and Bachelor of Business (Hons) in Business Administration as these titles may not fully reflect the diverse knowledge, skills and competencies of the graduates.

7.2 **Recommendation:** The panel **recommends** the Department considers the development of Special Purpose Awards in specialise areas of Human Resource Management.

## 8. DEROGATIONS SOUGHT

8.1 Continued derogation is sought for derogation from free choice offered on Bachelor of Arts in Human Resource Management

## C. 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

## D. APPENDIX – TIMETABLE OF PHASE 2 MEETINGS