

## Report of Validation Panel

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

**Named Award:** Master of Business Administration  
**Programme Titles:** Master of Business Administration  
**Award Type:** Taught Masters  
**Award Class:** Major Award  
**NFQ Level:** Level 9  
**Intakes Commencing:** September 2019  
**ECTS/ACCS Credits:** 90

### PANEL MEMBERS

<b>Name / Function / Institution</b>
Dr Noel Harvey, Senior Lecturer, School of Business, GMIT <b>(Chair)</b>
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 Organisational and Professional Development, CIT
Dr Angela Wright, Department of Organisational and Professional Development, CIT
Mr John Meyler, Department of Organisational 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

### BACKGROUND TO THE PROPOSED PROGRAMMES

This proposal is for a two-year part-time Master of Business Administration (MBA). 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.

In developing this MBA, the proposers have developed a generic Master of Business Administration programme for non-Business graduates. Some modules will be shared with the Master of Business Administration with Strategy programme, however, each will have core modules that will inform students in key disciplines.

The aim of the Master of Business Administration is to enable learners to develop their leadership and management skills, thus raising their individual performance and assisting their organisations achieve success. The MBA enables the learner, as a professional, to redefine themselves as a management professional, capable of taking important organisational decisions. The programme allows learners to develop an appreciation of the interdependencies 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 senior role in their organisation requires an understanding of functions outside of their existing professional competence together with an excellent command of strategic 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.

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

Recommendations: 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.

Findings: 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 internal and external scrutiny by the CIT module moderator and external reviewers and at a previous review stage.

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.

### **Other Findings**

The panel highly commend the proposal for both MBA and 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:

1. That the programme team consider the inclusion of the following components in the existing modules offered on the MBA programmes:
  - a. Ethics & Corporate Governance
  - b. Law (Corporate)
  - c. Technology (Technology enabled decision making)
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 the programmes.
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 the programmes.
4. That the programme team consider embedding of writing skills at NFQ Level 9 in the programme outcomes.
5. That the programme team when marketing both programmes ensure materials clearly differentiate each programme.

### **4. Conclusion**

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

- The Programmes 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 Programmes 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 Programmes 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 &amp; Analytics for Business, MBA Contemporary Issues Mkt, 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 &amp; Analytics for Business.</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 &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>
<p><b>3.4 Recommendation:</b> That the programme team consider embedding of writing skills at NFQ Level 9 in the programme outcomes.</p> <p>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.</p>
<p><b>3.5 Recommendation:</b> That the programme team when marketing both programmes ensure materials clearly differentiate this programme from similar departmental offerings.</p> <p>Noted.</p>

## **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 business management skills which will able the graduate to formulate, implement, monitor, evaluate and review the process of setting and achieving organisational goals. Competence in leading organisations and participating in the strategic development of those organisations as well as an expert 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 business environment and a broad perspective of organisational goals. The learner will assume greater responsibility to contribute to groups and teams with specialist skills and expertise, while possessing a balanced, objective and well-focussed perspective. The learner 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, problem solving. A strong ability to build trust, communicate effectively and demonstrate rational decision making. Gain and use power successfully, manage relationships, cultural differences and workforce diversity and create high performance teams as well as effectively managing training & development.

### **PO4 Skill - Selectivity**

The ability to define and resolve structured & un-structured problems, analyse soft or hard issue problems, interpret clear/unclear problems and demonstrate qualitative and quantitative judgement based on experience and intuition, as well as objectivity when dealing with complex issues.

### **PO5 Competence - Context**

Apply the knowledge learned in different environments to their own organisations; apply knowledge in contexts which are unpredictable/predictable, 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 responsibility within their organization, lead, create, initiate and stimulate thought. Demonstrate the ability to communicate effectively at a professional level and implement communication structures 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 share and transfer knowledge as part of a learning organisation; utilise their 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 and be respected in the workplace. Demonstrates an ability to act as a role model and act as a facilitator within their organisation, encouraging other employees to offer new ideas thus ensuring the spread of new innovative knowledge and assisting employees in moral, social and ethical decision making.

**Appendix 2 – Semester Schedules**

Stage 1 / Semester 1  
Mandatory

Module Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9009	Research Methods	Don Crowley	Expert	5.0	3.00	3.00	100.0	0.0
MGMT9057	Exploring Corporate Strategy	Don Crowley	Expert	10.0	3.00	3.00	100.0	0.0
ACCT9005	Applied Business Finance	Don Crowley	Expert	5.0	3.00	2.00	50.0	50.0
MRKT9010	Global Marketing Management	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0

Stage 1 / Semester 2  
Mandatory

ModCode	ModuleTitle	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
LEGS9003	Trade Policy & Regulation	Pio Fenton	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9060	MBA Contemporary Issues Mkt	Don Crowley	Expert	5.0	2.00	2.00	100.0	0.0
MGMT9058	Global Business Strategy	Don Crowley	Expert	10.0	3.00	3.00	50.0	50.0
MRKT9014	People Management Strategies	Pio Fenton	Expert	5.0	2.00	2.00	40.0	60.0



Stage 2 / Semester 1

Elective Regulation

Student must undertake 2 Elective modules

Mandatory

ModCode	ModuleTitle	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
PLAC9017	International Bus Field Trip	Pio Fenton	Expert	5.0	2.60	2.60	100.0	0.0

Elective

ModCode	ModuleTitle	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9006	Innovation & Creativity	Don Crowley	Expert	5.0	3.00	3.00	50.0	50.0
MGMT9011	Services Marketing Management	Don Crowley	Expert	5.0	3.00	3.00	50.0	50.0
MGMT9040	Operations Strategy	Pio Fenton	Expert	5.0	2.00	2.00	100.0	00.0
ACCT9004	Strategic Corporate Finance	Don Crowley	Expert	5.0	2.00	2.00	40.0	60.0

Stage 2 / Semester 2

Mandatory

ModCode	ModuleTitle	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Formal Exam
MGMT9054	MBA Research Thesis	Don Crowley	Expert	30.0	0.90	0.90	100.0	00.0
DATA9004	IT and Analytics for Business	David Goulding	Expert	5.0	2.00	2.00	100.0	00.0