



# **TU Dublin Postgraduate Certificate in DIGITAL ENTREPRENEURSHIP**

## **Summary Student Handbook**

## **Part 1 – Welcome and general introduction to the School and Programme**

### ***A welcome from the Programme Chair***

Let me take this opportunity to welcome you to the Postgraduate Certificate in Digital Entrepreneurship and give you some practical information about the year ahead.

The PG Certificate in Digital Entrepreneurship is designed to help you embrace e-business through an entrepreneurial approach. The programme will develop your essential digital knowledge and give you the skills to set up and succeed as an entrepreneur in the online environment. In this context entrepreneurship can mean start-ups and the creation of new ventures, as well as the development of innovative projects within large companies.

The programme will also bring you into contact with successful digital entrepreneurs, who will demonstrate to you how digital entrepreneurship models are different from traditional entrepreneurship.

A range of specific career development supports will be provided to help your career planning, and if you have enterprise startup ambitions will be linked to the University's enterprise support functions, as well as our Growth Hub project which will provide guidance to support your ambitions.

This document is your guide to the programme and everything concerning the academic dimension of your studies. Modules are detailed here, with the content, assessment methods and reading lists provided. In addition, we would like to draw your attention to the student regulations which can be accessed on the University website. If there is anything else that you wish to find out or something that you are unsure of, please contact a member of the programme team, their contact details are listed in this handbook.

Wishing you an enjoyable and exciting time in TU Dublin.

Programme Chair

### **Programme Award Title**

Title of Programme	Postgraduate Certificate in Digital Entrepreneurship
Award	Level 9 Postgraduate Certificate
Duration	1 year (Part time)

### **Graduate Business School**

The Graduate Business School (GBS), TU Dublin (City Campus) is a leading provider of postgraduate business education. Internationally accredited, the School was recognized by Chambers Ireland as the leading provider of Postgraduate Business and Executive MBA programmes 2020. The School manages a suite of postgraduate offerings and has a marketing and support role for the Faculty's postgraduate programmes, which are home to over 1,000 students (see table 1). The College has a strong reputation for delivering high quality, impactful education with an applied ethos. Our programmes are designed to equip students with the latest theories and concepts and the ability to apply this learning to make a real and tangible impact in the workplace. The Faculty's portfolio of full-time and part-time programmes cater for both recent graduates and experienced professionals, providing conversion offerings for non-business and business graduates. The Postgraduate Certificate in Digital Leadership and Transformation is an important component of the Faculty's emerging postgraduate portfolio.

<b>Full Time</b>	<b>Part Time</b>	<b>Partnership</b>
MSc Strategic Management	MSc Strategic Management	MSc Digital Marketing and Analysis ( <a href="#">Marketing Institute of Ireland</a> )
MSc International Business	Executive MBA	PG Dip/ MSc Management and Marketing ( <a href="#">Marketing Institute of Ireland</a> )
MSc Business and Entrepreneurship	MSc Technology and Innovation Management	PG Dip/ MSc Product Management ( <a href="#">Technology Ireland Software Skillnet</a> )
MSc Marketing	PG Dip Advertising and Digital Communications	MSc Leadership, Innovation and Technology ( <a href="#">Technology Ireland Software Skillnet</a> )
MSc Advertising	MBS Retail Management	PG Dip/ MSc Global Business Services ( <a href="#">Technology Ireland Software Skillnet</a> )
MSc Digital Marketing	MSc Fashion Buying and Management	PG Dip International Selling ( <a href="#">Enterprise Ireland</a> )
MBS Retail Management	MSc HRM	PG Dip/ MSc Global Business ( <a href="#">Ibec</a> )
MSc Accounting	MSc Project Management	
MSc Finance	MSc Sales Management	
	PG Certificate in Sustainability Leadership	

	PG Diploma in Digital Technology (FinTech)	
	PG Certificate in Business Resilience	

Table 1: Level 9 programmes in Faculty of Business

The Graduate Business School is supported in the programme delivery by **GROWTHhub**. This is an initiative funded by the Higher Education Authority Human Capital Initiative that seeks to develop initiatives, including modules, programmes, and extracurricular activities that support the development of growth mindsets and entrepreneurial orientations among TU Dublin students. In relation to this programme GROWTHhub contributes the following:

- Programme design.
- Specialised ideation space and creativity resources.
- Sources exciting challenges from enterprises for students to apply their learning.
- Provides guest speakers to demonstrate linkages between programme learning and application in the real world.

GROWTHhub is also supporting the development of new teaching and learning approaches that will be applied during the programme.

### ***The Programme Team***

The Postgraduate Certificate in Digital Entrepreneurship has a very experienced and committed teaching team. The team are active researchers and have extensive industry experience. The teaching team have developed their modules to ensure the learning experience is both challenging and exciting. The team integrate theory and practice extensively within their modules.

Induction will take place during the week prior to the commencement of lectures, the indicative schedule is provided below.

Activity
Postgraduate Certificate in Digital Entrepreneurship – Welcome and Programme information
Introduction to academic staff
Library resources workshop
Team building exercises
Refreshments

### ***Programme accommodation***

The programme will be delivered through a blend of online and on campus delivery, on campus delivery will be in TU Dublin, City Campus, Aungier Street. Lecture rooms will be appropriate for executive education. The college has a number of PC labs which the programme will avail of. TU Dublin (City Campus) libraries have a combined book-stock of 400,000 items, including an increasing number of e-books, and subscribe to 35,000 journals across a wide variety of subject areas. There is also an extensive range of databases catering for the great diversity of courses offered across the University. All resources are listed on the library catalogue <https://www.tudublin.ie/library/cc/> . Most of the electronic resources are accessible via the web, both on and off campus. The Aungier Street Library caters for Business programmes and has a comprehensive collection of resources.

For the purposes of this programme, students will also have access to the GROWTHhub ideation space on the 4<sup>th</sup> floor at Aungier Street. This is a flexible space where students can work in groups for different creativity and ideation activities. There is also access to adjacent space for students to meet and prepare video and audio content.

The library facilities at Aungier Street support student learning with a range of study spaces, including 2 training rooms, 8 group study rooms, more than 100 open access PCs, wireless access throughout the library and a copy/print room.

The library subscribes to more than 65 databases over a broad range of subject areas. The databases are all available online through the library website. Specific business databases include Business Source Complete (one of the world's largest full text business databases, providing full text for close to 3000 scholarly business journals in all major business disciplines), Emerald (contains full text access to over 100 management, accounting and business journals and a great collection of Case Studies and Podcasts that enhance teaching and learning across the College of Business), *Mintel* (provides access to over 50 full text Irish reports from Mintel International, a leading supplier of consumer-based market research information), *Factfinder* (provides full text articles from major Irish business publications, including comprehensive summaries of articles from the business pages of all daily and Sunday national newspapers. It also provides an overview of over 5,000 top Irish companies and analytical reports on a number of industrial sectors) and many more.

GROWTHhub will also provide students with access to a repository of creativity, ideation, entrepreneurship, and innovation resources.

Class notes, pre-reading and additional material will be provided via the College's virtual learning environment Brightspace. All assessments will be uploaded via Brightspace.

## Part 2 – Programme information

### Common Programme Learning Outcomes

The table below details the College of Business Level 9 Programme Learning Outcomes. These learning outcomes have been adopted across all Level 9 programmes in the past year, with some discretion at a programme level to adapt the learning outcomes where required.

<b>Postgraduate Learning Outcomes: Faculty of Business</b>
<b>Communication:</b> Programmes develop each graduate to be a persuasive communicator and negotiator. Students will be able to use a range of communications strategies to reach agreement with others about appropriate responses to complex and unfamiliar problems within one or more fields of business practice.
<b>Business Analysis &amp; Problem Solving:</b> Programmes develop each graduate to be a capable business analyst & strategic problem-solver. Students will be able to apply a range of quantitative & qualitative research skills to identify & diagnose complex, unfamiliar problems & to use the evidence & findings generated to formulate strategically appropriate solutions within one or more fields of business practice.
<b>Critical Thinking:</b> Programmes develop each graduate to be an autonomous & constructive critical thinker. Students will be able to question, assess & respond independently & creatively to assumptions, propositions & debates within one or more fields of business practice.
<b>Teamworking:</b> Programmes develop each graduate to be a capable team leader in work related contexts. Students will be able to influence others to work collaboratively to address complex and unfamiliar problems within one or more fields of business practice.
<b>Business Knowledge:</b> Programmes develop each graduate to be a knowledgeable business practitioner. Students will be able to demonstrate an integrated understanding of key concepts, techniques & trends in one or more fields of business practice & the challenges & opportunities involved in applying this knowledge in diverse contexts.

**Ethics & Social Responsibility:** Programmes develop each graduate to be an ethically- and socially- responsible professional. Students will be able demonstrate ethical & social awareness & responsibility in personal decision-making & behaviour within one or more fields of business practice.

## **Programme Specific Learning Outcomes**

On successful completion of this programme learners will have achieved the following programme specific learning outcomes:

1. Demonstrate a critical awareness of the complex, multidimensional process of digital enterprise creation.
2. Select and apply creativity, problem solving, and design thinking approaches and tools to approach problems, opportunities, and idea development.
3. Develop self-awareness of their own personal entrepreneurial capital and develop a personal development action plan.
4. Select and apply agile management and collaboration tools.
5. Leverage digital tools, content, and data informed strategies to optimise growth via relevant digital marketing channels.
6. Be empowered to progress a digital entrepreneurship concept in a startup or other organisation context.

## **Graduate Attributes**

It is important that all TU Dublin programmes provide students with a range of opportunities to develop, practice and be assessed on an agreed range of key employability skills or graduate attributes. TU Dublin graduate attributes include:

**Engaged:** Civically engaged, socially responsible graduates with an international outlook who contribute meaningfully and positively in their professional, community and social environments.

**Enterprising:** Graduates who have the skills, knowledge and attributes needed to apply creative ideas and innovations and to find practical solutions.

**Enquiry based:** Graduates with a spirit of curiosity and a desire to learn, motivated to draw upon existing knowledge, generating new ideas, seeking out learning opportunities, exploring the application of theory to practice and actively creating new knowledge.

**Effective:** Effective, highly skilled and confident graduates with the capacity to achieve desired results, believing that they can make a positive difference.

**Expert in chosen subject discipline:** Graduates with the professional knowledge and capacity independently to practice, reflect, review and build upon disciplinary expertise and judgment.

More details of TU Dublin graduate attributes can be found at <http://www.dit.ie/teaching/graduateattributes/usingthegraduateattributes>

The programme provides students with the opportunity to develop these graduate attributes across a number of modules, examples are provided below:

<b>Graduate Attributes</b>	
Engaged	Programme learning will be on specific and real world contexts, including engaging a creativity and design thinking challenge for a context provided by an enterprise in the <b>Creativity and Design Thinking</b> module, and developing an actual digital enterprise opportunity across other modules and particularly in the <b>Digital Entrepreneurship</b> module. The <b>Personal Entrepreneurship Capacity</b> module will require the student to reflect on their own preparedness for engaging and entrepreneurial venture, with relevant engagement with digital entrepreneurs.
Enterprising	Each of the modules contribute to supporting the development of enterprising graduates who will have a platform on which to develop a new digital enterprise. Students will develop a deep understanding of the new



	venture creation process in a digital context through the <b>Digital Entrepreneurship</b> module.
Enquiry based	Students will acquire competencies in customer and market research in the <b>Creativity and Design Thinking, Digital Growth Marketing,</b> and <b>Digital Entrepreneurship</b> modules.
Effective	Students will learn frameworks and tools to apply in the context of a digital enterprise in the <b>Creativity and Design Thinking, Digital Growth Marketing</b> and <b>Digital Entrepreneurship</b> modules. The <b>Personal Entrepreneurial Capital</b> will focus on the student as an individual entrepreneur, providing the student with personal competences including personal branding, , resilience, and networking. This will prepare students to increase their personal effectiveness. All modules will focus on the application of theory to practice.
Expert	Students will generate a deep understanding of the digital context for entrepreneurial development through the <b>Digital Entrepreneurship</b> and <b>Digital Growth Marketing</b> modules.

### **Programme schedule**

<b>Module</b>	<b>Sem</b>	<b>ECT</b>	<b>Core/ Optional</b>	<b>Assessment weightings</b>
Creativity & Design Thinking	1	5	Core	Team based project – 60% Individual reflection – 20% Individual e-tivity – 20%
Agile Project Management	1	5	Core	Team based project – 50% Individual assignment – 50%

Digital Entrepreneurship	1&2	10	Core	Three individual assignments – 30%, 50%, and 20%.
Personal Entrepreneurial Capital	2	5	Core	Individual interview – 30% Individual career plan – 40% Individual e-tivity – 30%
Digital Growth Marketing	2	5	Core	Three individual assignments – 30%, 50%, and 20%.

## **Part 3 - Module Descriptors**

Module Code	Pre-requisite Module codes	Co-Requisite Modules code(s)	ISCED Code	Subject Code	ECTS Credits	NFQ Level (CPD) #
					5	9
<b>Module Title</b>	Creativity and Design Thinking					

<b>School Responsible:</b>	Graduate Business School
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**Module Overview:**

This module provides students with a range of skills and tools to allow them to unlock their creativity in a focused manner and enable them to generate ideas creatively and communicate them. The module focuses on increasing the student's creative thinking skills, problem solving skills, team-working skills, design thinking and lateral thinking abilities through hands on exercises, tasks, and challenges. Over the course of the module, the student will actively engage in developing creative solutions to problems and learn methods to critically evaluate these solutions.

The module will include a particular emphasis on Design Thinking, an iterative process that focuses on understanding user needs, challenging assumptions, and redefining problems. The Design Thinkers approach challenges from a human point of view, by (i) identifying the right discovery tools to build empathy and better understanding, (ii) thinking creatively and collaboratively to inspire new ideas, and (iii) testing and validating ideas and prototypes.

This module is designed to build the students' understanding and practical application of creativity techniques and design thinking.

**Learning Outcomes (LO):**

On Completion of this module, the learner will be able to

- |          |  |
|----------|--|
| <b>1</b> | Demonstrate an in-depth knowledge and critical understanding creativity and design thinking and how they can be applied in a variety of areas to generate solutions. |
| <b>2</b> | Use problem-solving and design thinking tools and techniques and understand the process for initiating and using creative techniques within project structures       |

<b>3</b>	Demonstrate the applications of each of the Design Thinking steps and the implementation of design thinking philosophy to appropriate aspects of innovation practices.
<b>4</b>	Combine a variety of different techniques to approach problems / opportunities that will ensure they have fully investigated the root issues associated with problem or opportunity.
<b>5</b>	Develop team working, communication and presentation skills.

**Indicative Syllabus:**

Creative Thinking: Exploring creativity through tasks, techniques, and discussion

Innovation Sprint: Solving real-world problems set by host organisations

Idea Generation Techniques & Ideation Tools

Design Thinking – principles, strategy, and steps

De Bono Thinking Methods

Narrative Structure for Pitching and Presenting

Teamwork Frameworks: Theory and Practice

Practical Prototyping

**Learning and Teaching Methods:**

The modules take a 'learning by doing' approach, combining individual, and group activities and tasks including task-based learning, real world challenges, peer and group work, enquiry and problem-based learning, presentations, discussion and reflection.

An industry challenge project is used to assess this module, where the students are set a challenge from an industry partner and are required to present their solution based on creativity and design thinking techniques to the industry partner and peers.

Facilitating online engagement students will be required to undertake two e-tivity assignments where they make a submission on a selected creativity and design thinking topic and peer review the submissions of two other students.

At the end of the module, the students are asked to turn in a reflective essay about the industry project.

**Module Delivery Duration:**

This module will be delivered over one semester.

**Assessment**

<b>Assessment Type</b>	<b>Weighting (%)</b>	<b>LO Assessment (No.)</b>
Group Project	60%	2, 3, 4,5
Individual Reflective Assignment	20%	1, 2, 4, 5
Individual E-tivity Assignment	20%	1

Module Code	Pre-requisite Module codes	Co-Requisite Modules code(s)	ISCED Code	Subject Code	ECTS Credits	NFQ Level (CPD) #
					10	9
<b>Module Title</b>	Digital Entrepreneurship					

<b>School Responsible:</b>	Graduate Business School
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<b>Module Overview:</b>
<p>This course equips learners with digital entrepreneurial mindsets, skillsets, and toolsets for sensing, seizing, and acting on value creation opportunities in cyber and cyber-physical spaces. As Marc Andreessen notes, ‘Software is eating the world’. We now live in a world where soaring cross-border data flows generate more value than traditional flows of traded goods. For perspective, only one digital technology-based firm was among the top five global companies in 2006. Fast-forward to 2020, only Saudi Arabia’s Aramco is the only non-digital technology firm among the top five. Digitisation has redefined what it means to create and capture value in the digital age. Yet, the area is still poorly understood. Consequently, learners remain ill-equipped with the capabilities for seizing opportunities in this new economy.</p>

<b>Learning Outcomes (LO):</b>	
On Completion of this module, the learner will be able to	
1	Have a systematic awareness of the complex, multidimensional process of digital new venture creation.
2	Evaluate and size digital environments for value creation opportunities.
3	Demonstrate how to initiate and evaluate digital new venture ideas as a precursor to gaining opportunity confidence.
4	Take initial steps within their means towards the testing and validating digital new venture ideas.
5	Have an in-depth understanding of the relevant cognitions and motivations that digital entrepreneurial leaders apply towards delivering optimal performance in new venture creation.
6	Acquire digital growth marketing capabilities critical to aiding data-driven decision making, testing, validating, and scaling of digital new venture ideas.

## **Indicative Syllabus:**

### ***Entrepreneurship – A General Introduction***

- Purpose: Entrepreneurship as value creation
- Process: Complex multidimensional process of new venture emergence – Role of external enablers, actors and ideas
- External enablers & enabling mechanisms – How external change stimulates entrepreneurial activity.
- Action: New venture creation as the epicentre of the entrepreneurial process

### ***Digital Entrepreneurship as a Distinctive form of Entrepreneurship in the Digital Age***

- What is digital entrepreneurship?
- Pure and hybrid typologies of digital entrepreneurship
- Role of digital artifacts and digital platforms as market offerings in digital entrepreneurship
- Digital infrastructures as external enablers – How the internet and next generation technologies enable all forms of entrepreneurship in the digital age

### ***Current State of the Digital Technology Landscape – Enablers & Barriers***

- Digital infrastructures – the internet layers and enabling changes
- Enabling cloud computing infrastructures & cloud-based models - IaaS, PaaS & SaaS
- Computing infrastructure enablers – convergence, miniaturisation, sensorisation & IoT
- Next-wave digital technologies as enablers – cloud, IoT, big data, block chain, machine learning and AI
- Dominant digital platform ecosystems – platformisation of all industries & geographic concentration
- Barriers to digital entrepreneurship: skills divide, regulatory uncertainty, fragmentation, access to credit, cyber security threats etc.

### ***Pragmatic Model of Digital New Venture Creation***

- Pragmatic Model of Digital New Venture Creation – Ideate/Evaluate, Enact/React – by Nzembayie & Buckley (2022)

### ***Proactive Ideation & Articulation***

- Digital new venture ideas as problem/technology solution pairing – value



- Identifying external enablers of an idea – determining the enabling mechanisms such as demand expansion, compression, generation, combination, resource conservation, and degree of VUCA
- Articulating digital new venture ideas as business model hypotheses - Business model and lean canvases, customer personas and revenue models
- Typologies of digital new venture ideas & implications for new venture creation – incremental, radical, and disruptive
- Successful ideas and the theory of Diffusion of Innovation

### ***Idea Evaluation – Reducing demand uncertainty & failure potential***

- Why do startups fail? How viable is my idea?
- Market sensing: Sensing market demand using search engine & social media listening tools –Determining whether to pursue, discontinue or revise idea
- Market sizing: Top-down and bottom-up estimation of market size – Establishing TAM, SAM & SOM
- Self-evaluation: Establishing fit between idea and entrepreneur towards determining ideal partners or self-development needs
- Assessing competitors – direct and indirect – using relevant digital tools
- Brand & IP research issues – Three types of domain names & implications for long-term growth – branded, hybrid and keyword, Querying patent databases etc.

### **Agile Models of Digital Entrepreneurial Action & Mindsets**

- Agile digital new venture creation - Lean startup, design thinking & new models
- Mindsets – Effectual logic & Bricolage: Means-driven decision making, risk mitigation, resourcefulness & action under uncertainty

### **Digital Growth Marketing**

- Growth marketing funnel
- Diffusion of Innovation Theory
- Network Effects
- Growth marketing strategies and tactics

### **Rapid Internationalisation & Growth**

- Digital-born global & International entrepreneurship
- Scalable cloud infrastructure & growth

### **Digital Entrepreneurial Finance & Implications**

- Financial bootstrapping techniques

- 4-F Sources (Founder's Funds, Friends, Family, Foolhardy)
- Debt vs. equity finance
- Crowdfunding

### **Digital Entrepreneurial Leadership Characteristics**

- Growth Mindset & Performance – Grit, Metacognition, Self-regulation
- Leadership in network-centric environments as weaving and leaderful practices

### **Exit Strategies**

- Exit strategies for digital new ventures – financial harvest, voluntary cessation & disbanding
- Valuing digital businesses - CPC-based valuation, Lifetime Value & related techniques, Network effects valuation & others

### **Gaining Stakeholder Buy-in**

- Pitching ideas – gaining stakeholder buy-in
- Developing an evidence-based Digital Business Plan

### **Learning and Teaching Methods:**

The delivery of this course will be primarily based on an action design-based learning methodology. Theory-aided reflective practice centred around the initiation and creation of digital entrepreneurial artifacts will provide the vehicle for learning through an action design learning approach.

Face-to-face or online lectures and guest lectures will *present* key concepts and practical guidelines relating to digital entrepreneurship, aided by illustrative cases. Reflective *practice* will involve the application of key concepts in collaborative project-based learning that is hands-on. As outcomes of these activities, students will produce iterations of digital artifacts supported by theory-aided reflections in action and reflections on action.

### **Module Delivery Duration:**

The module will be delivered in one semester or two semesters as 10 credits

<b>Assessment</b>		
<b>Assessment Type – 100% Continuous</b>	<b>Weighting (%)</b>	<b>LO Assessment (No.)</b>
Formative Assessment 1 - Idea formulation, evaluation & decision making – Report, Presentations & Posters	30%	1, 2
Formative Assessment 2 – Minimum Viable Digital Artifact (Prototype) Development, Testing & Validation & Second Iteration of Report & Investor Pitch	50%	2, 3
Formative Assessment 3 – Reflective piece on the entire learning experience	20%	1, 4

Module Code	Pre-requisite Module codes	Co-Requisite Modules code(s)	ISCED Code	Subject Code	ECTS Credits	NFQ Level (CPD) #
					5	9
<b>Module Title</b>	Digital Growth Marketing					

<b>School Responsible:</b>	Graduate Business School
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<b>Module Overview:</b>
<p>This course aims to equip learners with highly demanded digital growth marketing skills that contribute towards the development of scalable new ventures. Growth marketing is a form of entrepreneurial marketing in which growth is engineered into products or services from the ground up. Unlike traditional marketing, it is not a stage that occurs after product launch. Growth marketers and product development teams never work in silos but pull synergies towards the continuous search and validation of key business hypotheses. In fact, growth marketing can even begin before core products and services are ready. This course elucidates for learners, how data-driven decision-making can optimise the growth potential of a start-up. Growth marketers realise that marketing in the digital age places a twin focus on the needs of human and algorithmic consumers of products and services. Thus, it combines minds and machines towards meeting the needs of human customers and algorithmic machine consumers.</p>

<b>Learning Outcomes (LO):</b>	
On Completion of this module, the learner will be able to	
1	Access openly available data sources towards evaluating the viability of new venture ideas.
2	Co-create a flexible plan with product development teams for the continuous testing and validation of key start-up hypotheses.
3	Leverage digital tools and content in the continuous experimentation and optimisation of growth via relevant digital marketing channels.
4	Generate, interpret, and report data insights towards aiding decision making that incrementally reduces outcome uncertainty.
5	Evaluate performance and recommend data-informed strategies and tactics for pivoting, adjusting or discontinuing new venture creation trajectories.

## **Indicative Syllabus:**

### ***Digital Growth Marketing – A General Introduction***

- Digital growth marketing
- How network effects drive growth
- Diffusion of innovation theory & Network Effects
- Digital growth marketing funnel – Defining your funnel metrics in iterations

### **Growth Opportunity Discovery**

- Assessing the scalable potential of new venture ideas
- Articulating and refining a vision statement
- Conducting a preliminary demand analysis and determining opportunity confidence
- Branding and IP Research – Product names, social media extensions, domain names, Trademarking issues etc.
- Assessing digital technology market trends – Identifying opportunities and congregation of potential audiences.

### **Defining a Growth Marketing Strategy**

- Prioritisation and definition of growth marketing objectives
- Developing a growth marketing roadmap
- Defining content marketing strategy & actionable metrics

### **Technology Infrastructure Set up**

- Rapid development of a web presence and early algorithmic dialogue (blogging etc)
- Data analytics tools & integration
- Social media marketing platforms
- Search engine marketing platforms
- Email marketing tools and systems
- Usability technologies & analytics – hotjar, crazyegg etc.
- A/B testing tools and systems identification and evaluation

### **Customer Acquisition, Conversion & Scaling**

- Content creation and deployment
- UX Optimisation & User engagement
- SEO, SMO, Email Marketing
- PPC Advertising
- Social media content & management
- Data-driven product innovation & recommendations
- Viral marketing tactics
- A/B testing
- Data analytics interpretation & decision making

**Learning and Teaching Methods:**

The delivery of this course will be primarily done through an action design-based learning methodology. Learning will be organised around iterations of projects that lead towards both conceptual and tangible web artifacts. Theory-aided reflective practice will assist in developing subjective and intersubjective capabilities.

**Module Delivery Duration:**

The module will be delivered in one semester or two semesters as 10 credits

**Assessment**

<b>Assessment Type – 100% Continuous</b>	<b>Weighting (%)</b>	<b>LO Assessment (No.)</b>
Formative Assessment 1 – Develop a digital growth marketing plan	30%	1, 2
Formative Assessment 2 – Growth marketing implementation & iteration with report	50%	2, 3
Formative Assessment 3 – Presentation, Revised Report & Reflection	20%	1, 4

Module Code	Pre-requisite Module codes	Co-Requisite Modules code(s)	ISCED Code	Subject Code	ECTS Credits	NFQ Level (CPD) #
					5	9
<b>Module Title</b>	Personal Entrepreneurial Capital					

<b>School Responsible:</b>	Graduate Business School
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<b>Module Overview:</b>
<p>An entrepreneur is an individual who sees a need and generates a way to meet that need, usually with considerable initiative and some level of risk. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures. This module focuses on the entrepreneur as a person, and particular how their personal entrepreneurial capital reflects their potential for future entrepreneurial behaviour.</p> <p><i>The individual entrepreneur:</i> Successful entrepreneurs are often touted as exceptional individuals; a rare breed who seem to have been born with unique hereditary traits. The module will demonstrate that an entrepreneurial mindset and personal entrepreneurial capital can be developed and enhanced through entrepreneurial experiences.</p> <p><i>Networking for entrepreneurship:</i> Networking and the development of social networks are critical for the foundation of entrepreneurial endeavours, both for the creation and growth of new ventures or entrepreneurial projects within larger firms. The purpose of this course is therefore to introduce students to the importance of networks for entrepreneurship. At the same time, the course will introduce key ideas and concepts underpinning networks / networking for entrepreneurship. Based on these key ideas, students will have an opportunity to practice and develop their own networking skills.</p> <p><i>Entrepreneurial resilience:</i> For the entrepreneur, resilience can be a key trait. Entrepreneurial resilience includes the processes entrepreneurs utilize to develop and deploy their capabilities in order to adapt and respond to adversity encountered in their role as an entrepreneur. While recognizing that resilience is a complex construct, it is generally agreed that one's ability to adapt well to adversity is not a fixed trait and can be developed through a variety of interventions. More recently, study of resilience has moved beyond the mental health domain, to consider how such practices might enable entrepreneurs to</p>

adapt and respond to ever-changing organizational environments. In this module, students will explore the construct of resilience and its application in the domains of personal and entrepreneurial effectiveness. They will assess their own 'resilience quotient' and, through reflective and other practices, they will focus on ways in which their personal resilience can be enhanced.

### Learning Outcomes (LO):

On completion of this module, the learner will be able to

<b>1</b>	Identify and understand the skills and mind-sets of effective entrepreneurs.
<b>2</b>	Generate deeper understanding and appreciation of networks for the creation and growth of entrepreneurial projects and ventures.
<b>3</b>	Describe resilience and its component facets, identify the predictors of resilience, and apply evidence-based interventions to build personal resilience.
<b>4</b>	Develop self-awareness of their own personal entrepreneurial capital and prepare a personal entrepreneurial capital development plan.

### Indicative Syllabus:

The individual entrepreneur

- The nature of the entrepreneur.
- Entrepreneurial mindset.
- Entrepreneurial competencies.
- Personal branding.

Networks and networking for entrepreneurship:

- Choosing who to network with (instrumental versus trust based relationships, reciprocity)
- Networking in context (importance of context - overview of different contexts and how they influence networking)
- Networking in practice (pointers to key areas of literature + role playing event)
- Reflection on networks and networking (group presentations which reflect on networking practice & provide links to literature)
- Entrepreneurship networks.

Resilience for entrepreneurship:

- Definitions of resilience
- Benefits of resilience in the work context



- Precursors and predictors of resilience
- Resilience quotient and the resilience facets
- Evidence-based interventions and practices to build personal resilience

**Learning and Teaching Methods:**

The module will also make use of interviews with entrepreneurs, videos, role plays, class and online discussions, and case studies. At the end of the module, students will prepare a reflection on what they have learned in the module highlighting lessons for their own entrepreneurship career ambitions.

**Module Delivery Duration:**

This module will be delivered over one semester.

**Assessment**

<b>Assessment Type</b>	<b>Weighting (%)</b>	<b>LO Assessment (No.)</b>
Individual – Interview with entrepreneur	30%	
Individual – Entrepreneurial career action plan	40%	
Individual – E-tivity assignment	30%	

Module Code	Pre-requisite Module codes	Co-Requisite Modules code(s)	ISCED Code	Subject Code	ECTS Credits	NFQ Level (CPD) #
					5	9
<b>Module Title</b>	Agile Project Management					

<b>School Responsible:</b>	Graduate Business School
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<b>Module Overview:</b>
<p>Agile Project Management (APM) is emerging as standard practice in industries as varied as Finance, Marketing and Construction and is ubiquitously applied in technical projects in all sectors. Agile Project Management is an iterative and incremental process, where developers and project stakeholders actively work together to identify and prioritise requirements while managing inevitable change.</p> <p>Agile is an umbrella term that encompasses several processes. This module focuses on common practices and frameworks used by teams including Scrum, Kanban and XP. Content is applied in practical exercises to illustrate how Agile project management techniques can be used to manage a project led by value driven delivery.</p>

<b>Learning Outcomes (LO):</b>	
On Completion of this module, the learner will be able to	
<b>1</b>	Have a systematic understanding of the different Agile methods
<b>2</b>	Apply Agile Project Management methods to form successful Agile teams
<b>3</b>	Engage and utilise Agile practices to manage agile projects
<b>4</b>	Select from and apply a range of Agile management and collaboration tools

<b>Indicative Syllabus:</b>
<p>Agile Framework: Benefits, Values, Principles, Practices</p> <p>Methodologies: Scrum, XP, Kanban, DSDM</p> <p>Scrum Teams: Team Roles, Responsibilities</p> <p>Scrum Process Flow: Scrum Cycle</p> <p>Agile Management Events: Plan, Sprint, Review, Retrospective</p> <p>Extreme Programming (XP): Concepts, Practices</p> <p>User Stories: INVEST characteristics, User Story creation</p> <p>Artefacts: Sprint &amp; Product backlog management</p> <p>Estimation &amp; Prioritization: Challenges, Practices</p>

Testing: Test Driven Development (TDD), Testing types  
 Metrics: Measurements, Burndown charts, Velocity  
 Management & Collaboration Tools: Jira, Slack  
 Technical Project Management Trends: Internet of Things, Big Data (Architectures, Hadoop, NoSQL, Data Science)

**Learning and Teaching Methods:**

The module assessment will be a mixture of in class simulation exercises and written/multiple choice exam questions requiring the participants to apply module learning in a structure manner that addresses the learning outcomes.

**Module Delivery Duration:**

Over one semester.

<b>Assessment</b>		
		<b>LO Assessment (No.)</b>
This module is assessed by means of formative and summative assessment.		
<b>Formative assessment</b> This will take the form of simulation exercises.	50%	1,2,3,4
<b>Summative assessment</b> Team case study assignments.	50%	1,2,3,4