

**Part 1 Programme details**

<b>Proposed title</b>	PgDip in Business Resilience
<b>Mode and duration of programme</b>	1 year part-time
<b>ECTS</b>	60
<b>TU Dublin Award(s) sought</b>	Postgraduate Diploma in Business Resilience
<b>Classifications of award(s)</b>	Distinction, Merit Grade 1, Merit Grade 2, Pass
<b>School responsible</b>	Management
<b>Professional body accreditation and relevant dates (where applicable)</b>	N/A
<b>External provider type (where applicable)</b>	N/A
<b>Delivery location</b>	On-line and City Campus –Aungier Street

**Part 2 Programme approval information**

<b>Date of initial approval (of Q1A) by SLT's Academic and Research Committee/SLT</b>	TBC
<b>Date of validation/review event</b>	28 <sup>th</sup> July 2021
<b>Date of approval by Academic Council and Governing Body</b>	
<b>Proposed date of commencement</b>	September 2021

## **Part 3 Programme background/structure**

### ***Background***

The current business environment can be characterised as volatile, uncertain, complex and ambiguous (VUCA). Furthermore, recent disruptive events such as Brexit and the COVID-19 pandemic highlighted the need for Irish businesses to build resilience capabilities to deal with various uncertainties in their operations. Resilience gives entities such as organisations, societies, governments and supply chains the potential to absorb shocks and 'bounce back' after a disruption and maintain their business continuity and competitiveness.

This advanced level 9 part-time Post Graduate Diploma programme offers a holistic view of business resilience. It is designed to meet the requirements of the industry and the professionals who are either currently employed or who seek to develop advanced capability—especially practitioners who have long-term experience and are seeking validation and evidence through the achievement of postgraduate qualification.

### ***Stated aims and learning outcomes of the programme***

The aims of this programme are as follows;

- Develop a systematic understanding of relevant knowledge and a critical awareness of building business resilience capabilities and their application to all aspects of the organisations.
- Synthesise, apply and critically appraise a range of strategies for business resilience planning and implementation.
- Apply concepts and principles of resilience from different disciplines (e.g., ecology, engineering, disaster relief and psychology) to provide solutions for threat, risk and sustainability impact in a wide range of organisational contexts.
- Critically evaluate the interdependencies and differences in the business resilience elements such as business continuity planning, risk management and security.
- Enable students to demonstrate the ability to analyse data, make decisions and plan both critically and objectively. To present results and conclusions in the form of a coherent, evidence-based argument as practitioners.
- Provide challenging, stimulating frameworks and techniques for students that facilitate personal, academic and professional development.
- Enable students to apply business resilience frameworks and risk principles in a strategic and business management context.
- Facilitate the formulation, planning and execution of a consultancy research project in the field of business resilience.
- Critically evaluate research methods identifying an appropriate methodology to address, deliver and analyse a research issue concerning business resilience

The programme learning outcomes (LO) are divided into four main categories with student development in mind, as outlined below.

#### ***A. Knowledge and Understanding***

On successful completion of the programme, a graduate will be able to:

1. Critically approach contextual problems of business resilience for their own operational and strategic environment.

2. Assess organisational change requirements due to the VUCA (volatile, uncertain, complex and ambiguous) environment and understand their implications.
3. Illustrate and explicate effective business resilience planning and implementation requirements.
4. Evaluate and solve complex problems through evidence-based thinking and management techniques.
5. Choose appropriate and viable approaches to the development of sustainable long-term organisational resilience.

### ***B. Intellectual/Cognitive Skills***

On successful completion of the programme, a graduate will be able to:

1. Reflect upon the value and disadvantages of experience and recognise bias in predictive analysis.
2. Analyse, synthesise and solve complex business problems related to business resilience requirements.
3. Recognise and address ethical and governance issues related to business resilience decisions.
4. Distinguish between highly-effective and less-effective organisations in the context of business resilience readiness, responsiveness, recovery and learning capabilities.
5. Evaluate the rigour and validity of published research in its application to current business resilience

### ***C. Practical Skills***

On successful completion of the programme, a graduate will be able to:

1. Design and effectively implement organisational communication plans and processes to support business resilience.
2. Initiate and create organisational management teams and processes to promote and develop business resilience.
3. Devise and generate organisational change management processes, particularly about business continuity and crisis management requirements.
4. Produce, manage, and implement integrated business resilience initiatives that business can apply in various organisational circumstances, both internal and external.
5. Make effective strategic business resilience management decisions that are linked to the organisational mission and objectives.

### ***D. Key/Transferable Skills***

On successful completion of the programme, a graduate will be able to:

1. Develop and deliver both in personal and organisational contexts the processes and practices required for effective implementation of management initiatives
2. Plan and design adaptable personnel management systems for the execution and long-term direction of business resilience and broader management issues.
3. Evaluate and balance competing organisational resources to offer optimal business resilience capabilities that can anticipate, adapt, respond, recover and learn from disruptive events.
4. Formulate and develop insightful useful problem-solving capabilities to support management processes and practices that cultivate resilience capabilities.
5. Develop the capability to work independently across a range of business resilience and related projects.

**Programme structure**

The programme is 60 ECTS delivered over 2 semesters consisting of 2 10 ECTS modules, 5 5 ECTS module and a 15 ECTS consultancy project.

**Entry Requirements**

An honours degree (2.2) in a level 8 Hons Undergraduate Programme or equivalent.

**Student assessment**

In accordance with TU Dublin City Campus General Assessment Regulations

**Derogations from the General Assessment Regulations, including rationale for derogation and view of the Panel:**

Students have up to 4 attempts to complete each assessment and 2 attempts to complete the consultancy project.

**Part 4 Validation Details and Membership of Panel**

**Schedule of meetings:** Thursday, 28<sup>th</sup> July 2021

**Venue:** MS Teams

9.30am	Introductions and Presentation by the Programme Chair on the programme
9.50am	Private Meeting of the Panel
10.30am	Meeting with management and staff teaching on the programme
12.00pm	Private Meeting of Panel to discuss outcome and highlight key areas for the report (Assistant Head of School to be available should the panel require any clarifications)
12.45pm	Meeting with the management and staff teaching on the programme to outline report findings.

**Panel Membership****External Members**

Jane Massy                      Senior Consultant, SGS Ireland Ltd

Prof. Ashraf Labib            Faculty of Business & Law, University of Portsmouth, UK

**Internal Members**

Mark Deegan (Chair)    Head of Apprenticeship, TU Dublin City Campus, Bolton St

John McGrath Graduate Business School, TU Dublin City Campus, Aungier St

Marzieh Nazemzadeh Goki    College of Engineering & Built Environment,  
TU Dublin City Campus, Bolton St.

**Officer**

Nicole O'Neill    Quality Assurance Officer, TU Dublin City Campus, Park House, Grangegorman

**Documentation submitted:** Self Evaluation and Overview, Student Handbook

**Part 5 Summary of Panel findings against key questions**

Note: the Panel's findings (ie yes/no) and any additional comments against each of the key questions should be recorded below. Where a 'no' is recorded, an associated condition or recommendation should be included in Part 6, Findings of the Panel.

Is the market demand and need for the programme clear and articulated?	Yes
Are the aims, objectives and learning outcomes of the programme well-founded and clearly formulated?	Yes,
Are the entry requirements clear and appropriate?	Yes, see recommendation
Are the arrangements for access, transfer and progression in accordance with Institute policy and NFQ?	Yes
Are the programme learning outcomes at the appropriate level as set out by the NFQ requirements?	Yes
Do the individual modules 'add up' to a coherent programme?	Yes
Are Graduate Attributes embedded within the programme?	Yes
Will the accumulation of the module learning outcomes result in the attainment of the programme learning outcomes?	Yes
Is there appropriate use of student-centred learning, teaching and assessment strategies, including the First Year Framework for Success checklist, which recognise the needs of diverse student groups?	Yes
Do the curricula and teaching schemes in each module descriptor give realisable substance to the module's aims, objectives and learning outcomes?	Yes
Are the assessment methods and criteria aligned to the learning outcomes in each module?	Yes
Are facilities and resources, including staff, in place to support the delivery of the programme at the standard proposed?	Yes
Is there parity between off-campus/on-campus delivery (if applicable)?	N/A
Are the roles and responsibilities of each partner clearly specified (if applicable)?	N/A

## **Part 6 Recommendations of the Panel**

### **• Overall recommendations of the Panel**

The panel commends school on their engagement within industry to validating the demand for the programme. The panel was also impressed by the high level of expressions of interest from potential applicants to the programme. The rapid and energetic response to the Springboard call is commendable. The comprehensiveness of the material provided to the panel was very helpful to the panel.

The panel recommends approval of the programme with the following award at Level 9 on the National Framework of Qualifications:

- Postgraduate Diploma in Business Resilience

The panel makes the following condition and recommendations for the consideration of the programme team

### **Condition**

Change the entry criteria in the programme documentation to state that candidates should have a minimum of a 2.2 in a level 8 qualification or equivalent.

### **Recommendations**

Review the module content to ensure a better coherence of content and address any gaps and overlaps within the content. More explicitly include issues identified by the panel including: climate change, food resilience, personal resilience, cascading hazards, data analysis, resilience modelling, high reliability organisations and an assessment of a hierarchy of hazard resilient companies. Ensure that generic tools and analysis continue to be emphasized, and identify annual coherent themes that can run across the programme so that the techniques and strategies learned can be applied across different settings and for possibility planning for known and unknown cascading hazards.

The programme could be enriched by including further links to the programme team's research publications and using this within programme promotions.

There are 4 pillars of resilience management (Crisis, Change, Risk, Project), there is strong emphasis on this programme on crisis management, when developing the masters add on to this programme module content should be reviewed to enhance focus on change, risk and project management.

Consider within the assessment of the programme, that the students could engage in a group case study on how a specific business can develop a business resilience plan,

The role of group assessment and the individual contribution on marking systems should be included in the Student Handbook.

The panel suggests the development of a formalised engagement process between provider, student and industry to facilitate the greatest engagement by the student in the programme.

To start as early as possible to identify the range of external guest speakers that will be used within the programme delivery and in particular the seminar series.

Revise the assessment on the Consultancy Project Module Descriptor, to include reference to the elements of research methods assessment that must be completed.

Review module learning outcomes, to ensure use of active verbs in all cases. (e.g. Appreciate in Strategic Management, Develop in Organisational Resilience, Understand in Strategic Operations Management)

Include the detailed programme learning outcomes that are currently in Part 1 Supporting Documentation in the Student Handbook and add in more details in the Student Handbook on the use of the VLE.

Remove editorial inconsistencies in the programme documentation (e.g. remove reference to Advanced Level 9, 90 hours in Seminar Series, references to DIT, check web references, remove specific reference to Irish companies, update staff phone numbers, clarity if Strategic Management Operations is delivered over 1 or 2 semesters)