

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.

Response: *This information is now entered into the document.*

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.

Response: *These recommendations will inform the basis of our Master's programme in Business Resilience. Thank you for the suggestions.*

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

Response: *We Agree. The full programme details and published research on resilience will be uploaded on the TU Dublin website under the banner of postgraduate courses.*

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.

Response: *Thank you for the suggestions. We are going to meet in October to start the process of the Master's content and structure. The four suggested themes will help us focus and select the core elements of the programme.*

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.

Response: Thank you. Group case studies is a crucial feature of assessment on most modules in this programme.

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

Response: Thanks for the suggestion. While this occurs when assignments are issued to the students, this recommendation will be forwarded to relevant lecturers to update their module descriptors with the same on 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.

Response: Thank you for reminding us. This is a critical feature in TU Dublin, where programme learning outcomes address vital issues in business and society. In the coming weeks, we will contact various institutions (e.g., Enterprise Ireland, Bord Bia) to provide feedback on the current and future Masters 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.

Response: The graduate business school have already started this process, and we will suggest further guest lecturer/experts on business continuity, resilience and crisis leadership. The link is available here: <https://www.tudublin.ie/pgbusiness/connected-business-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.

Response: The research methods assessment forms a research proposal for the consultancy project, accounting for 10% of the consultancy project. This assessment is now stated in the student handbook.

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)

Response: These suggestions have been forwarded to the relevant lecturers to update their module descriptors.

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.

Response: Based on the current TU Dublin template for the student handbook, all the relevant information is provided on the programme handbook.

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, clarify if Strategic Management Operations is delivered over 1 or 2 semesters)

Response: The documents have been edited to address most of the issues above.