

## Part 1 Programme details

<b>Proposed title/Existing title and code</b>	MSc in Strategic Management
<b>Mode and duration of programme</b>	1 year full-time 2 years part-time
<b>ECTS</b>	90
<b>DIT award(s) sought</b>	MSc in Strategic Management PgCert in Strategic Management
<b>Classifications of award(s)</b>	MSc: First Class Honours, Second Class Honours, First Division, Second Class Honours, Second Division, Pass PgCert: Distinction, Merit Grade 1, Merit Grade 2, Pass
<b>School responsible</b>	Graduate Business School
<b>Professional body accreditation and relevant dates (where applicable)</b>	N/A  Graduates of the MSc in Strategic Management are eligible to apply for Graduate Membership of the Institute of Management Consultants & Advisors in Ireland.
<b>External provider type (where applicable)</b>	N/A
<b>Delivery location</b>	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>	Pre 2008
<b>Date of validation/review event</b>	27 <sup>th</sup> May 2020
<b>Date of approval by Academic Council and Governing Body</b>	
<b>Proposed date of re-commencement</b>	September 2020

## Part 3 Programme background/structure

### **Background**

The MSc Strategic Management was designed and validated in 2000. The programme graduated its first part-time cohort in October 2002 and its first full-time cohort in October 2004. Demand for the programme has been relatively consistent since its inception with an intake of around 20-25 students per cohort, per year, and with three cohorts completing the programme at any given time. The programme appeals to individuals who wish to develop their capabilities in the field of strategic management and is designed to build participants' expertise in strategy design and implementation. It is now proposed to commence a new online Postgraduate Certificate in Strategic Management.

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

The aim of the MSc Strategic Management is to prepare students for senior management positions within business. Graduates of this programme have the functional competencies, specialist knowledge, research skills, analytical skills, leadership and soft skills necessary to respond to the needs and challenges of modern organisations. This programme is designed to bring students into contact with the work of outstanding contemporary thinkers and practitioners. It places a strong emphasis on integrating in-depth analysis and critique of strategic options with practical application in a fast-changing business environment.

### **Programme Learning Outcomes**

**Communication:** 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.

**Business Analysis & Problem Solving:** 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.

**Critical Thinking:** 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.

**Teamworking:** 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.

**Business Knowledge:** 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 to demonstrate ethical & social

awareness & responsibility in personal decision-making & behaviour within one or more fields of business practice.

**Programme structure** The programme consists of 8 Core 5 ECTS Modules, 9 Core 10 ECTS Modules, 2 Optional 5 ECTS modules, 5 ECTS Seminal Series and a 10 ECTS Consulting Project.

### **Entry Requirements**

The minimum entry requirements are: Minimum 2.2 (or international equivalent) in a level 8 Hons Degree Undergraduate Programme in the area of Business or Economics (or where Business modules account for a minimum of 50% of the programme). There are no exceptions permitted. Students who complete the PgCert in Strategic Management will be eligible to apply for advanced entry to the MSc in Strategic Management. \*\*

### **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 a maximum of 4 attempts to pass any module, with the exception of the Dissertation or Individual Company Project, where Students are permitted a maximum of two attempts. Students must pass the Business Research Methods module before progressing to the Dissertation/Individual Company Project.

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

**Schedule of meetings:** Wednesday, 27<sup>th</sup> May 2020

**Venue:** MS Teams

9.30am: Private meeting of the Panel  
9.50am: Meeting the representative students / graduates  
10.45am: Private meeting of the Panel  
Break  
11.50am: Meeting with the staff teaching on the programme  
13.00am: Private meeting of the panel  
Break  
2.00pm: Meeting with Head of School  
3.00pm: QA Office circulates draft report  
4.00pm: Private panel meeting to confirm the report  
5.00pm: Draft report issued to the School

### **Panel Membership**

#### **External Panel Members**

Dr Martin Owens Senior Lecturer in International Business, Sheffield Business School, Sheffield Hallam University  
Denise Bray Co Founder and COO at Hikari Data Solutions.

#### **Internal Panel Members**

Dr David Kennedy Assistant Head of School of Mechanical and Transport Engineering, TU Dublin  
Dr Tara Rooney School of Marketing, TU Dublin

Dr Patricia Ennis School of Chemical and Pharmaceutical Sciences, TU Dublin

**Officer**

Nicole O'Neill Quality Assurance Officer, TU Dublin

**Documentation submitted: Presentation by Head of School, Self Evaluation and Overview**, Student Handbooks, Q5 Annual Monitoring Reports, External Examiner Reports, Sample Exam Papers, Sample Student Dissertation

**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. Panel has made recommendations in respect to Marketing
Are the aims, objectives and learning outcomes of the programme well-founded and clearly formulated?	Yes
Are the entry requirements clear and appropriate?	Panel has made a recommendation to revise entry criteria for the programme
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. Panel has made some recommendations to further enhance the programme.
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, Panel has made a recommendation in relation to the student workload
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
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## Part 6 Recommendations of the Panel

### • Overall recommendations of the Panel

The panel commends the programme team on the development of the programme. The documentation provided to the panel together with the meetings with staff and students provided evidence of an innovative and supportive learning environment. The panel noted that the School had taken on board student feedback and had implemented a number of amendments to the programme to address this feedback, which included having more emphasis on application in the Analytics module, introducing a module on Leadership for High Performance and increasing the number of site visits and Guest Lecturers. The students with whom the panel met commented on the added value from peer learning on the programme and the accessible, flexible and supportive approach of staff. The panel also noted the details of the new postgraduate marketing campaign across TU Dublin and the development of the new Business Postgraduate Website.

The panel recommends approval of the programme with the following awards:

- Postgraduate Certificate in Strategic Management at level 9 of the NFQ
- MSc in Strategic Management at level 9 of the NFQ

The panel makes the following recommendations for the consideration of the programme and university

### • Recommendations

The programme has a heavy workload and assessment schedule. The School should continue to reflect on the student workload for each assessment Vis a Vie its weighting on the programme. The panel encourages the School to make available further details to students on the assessment requirements including grading rubrics.

The panel should revise the programme entry criteria.

The school should keep under review the range of available optional modules for each cohort on the programme and consider in the future developing bespoke optional modules for this programme.

The programme team should continue to recognise the importance of the theoretical underpinnings on the programme and whilst maintaining the strong theoretical focus continue to provide real life practical applications of this theory, including the live case studies and business stimulations.

The school could review the technological applications covered on the programme and consider if further use of technological applications (e.g. Macros, Prince, HP Calculator) could be integrated into the programme.

The panel commends the programme team's emphasis on ethics, civic and corporate responsibility within the programme, the team could consider implementing a dedicated module for ethics in the future.

The programme team could consider further utilising the webinar series by providing access to past webinars to the student group.

Further details should be provided in the Student Handbook on the Research Methods Workshop and the supports provided to students to complete the Consultancy project.

The programme is offered in a competitive market and as such effective marketing of the programme is crucial. The School should leverage some of the key features of this programme, which include the External Guest Lecturer Webinar Series, the professional experience of staff, the application of theory to practice and the positive student experience, to supplement the Marketing campaign for the programme. The programme would benefit from further university support and investment in a co-ordinated marketing campaign.

Due to the competitive nature of postgraduate recruitment, the programme recruitment would benefit greatly from the provision of competitive postgraduate scholarships and the provision of loyalty discounts to Alumni. The School should engage with the Director of Corporate Services to further progress the provision of Scholarships and Discounts.

The panel highlights the importance of peer to peer learning on the programme and recommends the School keep under consideration how the programme delivery can continue to support peer to peer learning and student interaction.

The programme team would benefit from the provision of additional support from the University for the development of On-line learning materials.

The Student Handbook should be revised to remove editorial inconsistencies.

### **Summary of Changes Approved**

- Introduction of a PgCert in Strategic Management
- Introduction of a new Core, Full year Seminar Series, 5 ECTS
- Introduction of a new Core, module Critical and Responsible Management, 5 ECTS
- Remove option of Dissertation
- Switch Innovation Management, Entrepreneurship and Commercialisation from Optional Modules to Core Modules
- Change Corporate Finance to Finance for Strategic Decision Making
- Change Assessment on Commercialisation Module to remove the exam component to be 100% Assessment
- Place more emphasis and extend induction on the programme and introduce career support sessions.