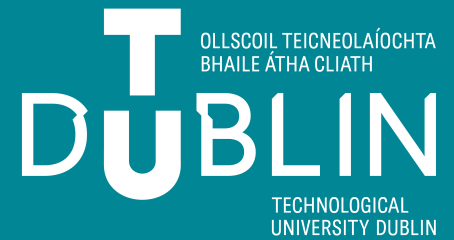


# Graduate Business School



## Executive MBA Module Outlines

Féidearthachtaí as Cuimse  
Infinite Possibilities

## TU Dublin Executive MBA

The Executive MBA at TU Dublin provides a number of pathways to suit your busy lifestyle. You can choose to start the MBA in either September or January.

Executive MBA – September Entry		Executive MBA – January Entry			
Semester 1 Sept - Dec	<ul style="list-style-type: none"> <li>Organisation Behaviour &amp; Theory</li> <li>Corporate Finance</li> <li>Management Control &amp; Decision Making</li> <li>Hacking for Sustainability</li> </ul>	Leadership Development Programme (LDP)	Semester 1 Jan - May	<ul style="list-style-type: none"> <li>Analytics &amp; Emerging Technologies</li> <li>Financial Analysis &amp; Reporting</li> <li>Marketing</li> <li>Economics for Strategic Managers</li> </ul>	Leadership Development Programme (LDP)
Semester 2 Jan - May	<ul style="list-style-type: none"> <li>Strategic Management</li> <li>Strategic Human Resource Management</li> <li>Strategic Operations /Business Processes</li> <li>Innovation &amp; Commercialisation</li> </ul>		Semester 2 Sept - Dec	<ul style="list-style-type: none"> <li>Organisation Behaviour &amp; Theory</li> <li>Corporate Finance</li> <li>Management Control &amp; Decision Making</li> <li>Hacking for Sustainability</li> </ul>	
Semester 3 Sept - Dec	<ul style="list-style-type: none"> <li>Globalisation &amp; Strategy</li> <li>Corporate Governance, Ethics &amp; Responsibility</li> <li>Project Management</li> </ul> OR <ul style="list-style-type: none"> <li>Strategic Customer Management</li> </ul>		Semester 3 Jan - May	<ul style="list-style-type: none"> <li>Strategic Management</li> <li>Strategic Human Resource Management</li> <li>Strategic Operations/Business Processes</li> <li>Innovation &amp; Commercialisation</li> </ul>	
Semester 4 Jan - May	<ul style="list-style-type: none"> <li>Analytics &amp; Emerging Technologies</li> <li>Financial Analysis &amp; Reporting</li> <li>Marketing</li> <li>Economics for Strategic Managers</li> </ul>		Semester 4 Sept - Dec	<ul style="list-style-type: none"> <li>Globalisation &amp; Strategy</li> <li>Corporate Governance, Ethics &amp; Responsibility</li> <li>Project Management</li> </ul> OR <ul style="list-style-type: none"> <li>Strategic Customer Management</li> </ul>	
Consultancy Project		Consultancy Project			

### Yearly Schedule:

Two 12 week semesters with combination of core and elective modules + the LDP;  
Autumn/Winter – Sept to Dec; Winter/Spring – Jan to May

*\* This curriculum is subject to change*

# Executive MBA Module Outlines

## Analytics and Emerging Technologies

Analytics have become one of the most powerful tools available to decision makers and are vital in managing and leveraging Big Data. Develop an understanding of a variety of predictive techniques using industry-standard (but highly accessible) purpose-designed software, geared to the special nature of 'Big Data'. Develop skills in the use of data and models to support decision making in business. Explore underlying statistical/probability theory in a practical and user-friendly lab environment. This module also exposes students to emerging technologies and their application to business through a six-week Emerging Technologies and Digital Transformation Seminar Series.

## Organisation Behaviour and Theory

Build, integrate and extend knowledge and understanding of organising; move beyond understanding organisations in limited ways so as to increase ways to see, analyse, understand and take action in organisations. Understand management as a process of thinking, analysing and acting. Interrogate organisations as a political system by examining interests, conflict and power. Develop organising and management skills. Learn how to accomplish change within an organisation, and exercise skills of selectivity, analysis, interpretation and communication.

## Marketing

Introduction to marketing as a business philosophy, management process, and set of practices. Understand the role of marketing in the successful operation and leadership of a business. Develop a critical awareness of current issues in traditional and digital marketing. Cultivate team skills in analysis, strategy and effective presenting. Marketing applications are considered throughout in the context of an international and/or global landscape.

## Corporate Finance

Understand the financing and investment decisions made by the management of companies in pursuit of corporate goals, and the importance of finance in company decision making and its place in the broader business mix. Acquire practical tools to enable informed financial management decision making, and an understanding of the theoretical concepts underpinning the financial markets. Develop an understanding of financial markets and their influence on decision making

## **Financial Analysis and Reporting**

Understand the application of core accounting standards to financial transactions and events. Begin to critically analyse and appraise status and content of the narrative elements of an annual report. Oral and written communication skills, group working and the exercise of judgement in making decisions based on narrative and financial information are developed throughout.

## **Economics for Strategic Managers**

Consider the strength and limitation of the market paradigm. Understand and apply economic concepts to your business. Learn methods of measuring economic activity and appraise macroeconomic information. Develop ways of thinking about economics and the economy, and analyse how a company or sector is affected by the operation of local, regional and national markets. The economics paradigm and its interactions with other areas of management knowledge and impact on the wider world are considered.

## **Innovation and Commercialisation**

Understand the strategic and managerial aspects of innovation spanning strategic integration and organisational alignment through to commercial execution. Develop an understanding of innovation as a business process. Learn to distinguish approaches in innovation in small and large organisations. Theoretical models and practical tools provide an integrated view of innovation in different operating contexts. Gain a solid grounding in key frameworks and best and next practices supporting innovation and commercialisation across organisations.

## **Management Control and Decision Making**

Understand the role of management accounting within the decision and control contexts of organisations. Acquire a sound understanding of the fundamental concepts, principles, and techniques which underpin management accounting information. Develop an awareness of ethical issues that may arise. Learn to use management accounting information and fundamental accounting techniques in managerial planning, control and decision making. Critically evaluate the design and implementation of management control systems and decision models.

## **Strategic Human Resource Management**

Examine the rhetoric and reality of HRM strategies from the senior management, line management and employee perspective. Develop conflict resolution capabilities and negotiation skills. Understand how to manage change relating to HR issues of mergers and acquisitions and internationalisation. Examine the relationship between HRM and corporate social responsibility,

ethics and sustainability. Explore challenges faced by contemporary organisations and an assessment of the implications of the choices taken and decisions made.

### **Strategic Management**

Learn to interpret and evaluate the concepts of strategic management, and their relationship to senior management decision making. Analyse the complexity of decision making at a senior level in the firm and understand the role and tensions of various senior managers working in tandem with the general manager. Integrate strategic management thinking and practice across a range of disciplines and functions. Develop the expertise and judgement to devise a strategic plan for an organisation.

### **Strategic Operations/Business Processes**

Understand the role of operations management as a cost reduction tool and capability developing mechanism which is crucial to any organisation's success or survival. Gain critical awareness of current strategic operation issues and acquire new insights to propose effective business solutions. Apply concepts and techniques of operations management in developing company strategy. Clear and concise coverage helps build on experience and understanding of operations to achieve more lean and flexible enterprises.

### **Globalisation and Strategy**

This module brings together various facets of the course. Develop and extend the ability to effectively use the main analytical techniques and conceptual frameworks of strategic management in a complex global environment through the use of the case study method. Consider a range of approaches to strategy formulation and implementation under international complexity and learn to professionally diagnose pertinent business issues and suggest alternative courses of action.

### **Corporate Governance, Ethics and Responsibility**

Examine the legal, ethical, and economic responsibilities facing business leaders today. Develop the capabilities to assess and analyse ethics, sustainability and governance issues in a wide array of situations. Learn how management and governance systems leaders can promote responsible conduct by companies and their employees, and how personal values can play a critical role in effective leadership. Economic globalization has raised a number of unique challenges to managers and businesses and this module will examine how corporations are and should be responding to these challenges.

### **Hacking for Sustainability**

This interdisciplinary module provides the opportunity to work with an organisation to address their business sustainability challenges. Apply key entrepreneurship and sustainability theories through experiential project-based learning. Student teams engage directly with the complex, real-world challenges proposed by partners (such as government agencies, local authority or NGOs). Teams will design and pitch the innovative solutions to the partner with a view of the solutions being implemented in practice. Students will be provided with a range of relevant methodological tools and techniques (such as design thinking and business model canvas). As the module progresses, student teams will be required to discover and validate customer needs and to continually build iterative prototypes to test whether they understood the problem and solution. Teams take a hands-on approach requiring close engagement with the partner organisations, end-users and their lecturer-mentor.

## **Elective Modules**

### **Project Management OR Strategic Customer Management**

#### **Project Management**

Engage with the current theory and practice of Project Management, critically assessing what theories, tools and techniques offer real world value. Explore the perspectives, tools and concepts to anticipate challenges in managing real projects, and to utilise participant knowledge to create value for the organisation through effective implementation of projects. Understand the principles of project management: Product Life Cycle, the role of project manager and the role of teams. Apply concepts and techniques to a developing company portfolio. Participants will also develop skills as they learn to plan and simulate real-world project events.

#### **Strategic Customer Management**

As companies seek to add value to customer relationships, the role of the sales person in this value creation process demands increasing scrutiny, attention and resources. Corporate strategy relies heavily on the successful design and implementation of sales strategies; particularly in the context of business-to-business firms where personal selling and its management are critical. Become equipped with both required skillsets: business development and effective participation with the sales function in the workforce. A blended learning approach – lectures and problem-based

learning – aligns the learning platform to the workplace, and graduates to be both ‘work-ready and change-ready’.

## Enterprise Consultancy Project

The Executive MBA Consultancy Project provides the opportunity to shape a major piece of research which will yield actionable recommendations. This project reflects the applied nature of the TU Dublin Executive MBA course, providing participants with an opportunity to apply their learning to a live company challenge and to hone their consultancy skills. Participants select a challenge facing their own organisation, industry or a particular area of interest to them and utilise the skills they have acquired to suggest recommendations.

Participants are given extensive support in research and consultancy skills, enabling them to conduct quality research and to provide a detailed set of recommendations in the form of a management report. Past students have used the concepts and frameworks covered throughout the course to successfully compile recommendations on a pertinent business issue or to devise a plan for a new product or service.

## Leadership Development Programme

A dedicated **Leadership Development Programme** runs throughout the MBA to support your personal and professional development. Through confidential psychometric testing, one-to-one mentoring and group work, the MBA will develop your personal reflective practice and support your ability to lead effectively. You will critically evaluate how your own personal leadership style can affect the team environment and the wider organisation.

- **Personal Effectiveness:** Strong, persuasive communications skills are vital for any business person. MBA participants will hone their ability to listen, understand, empathise and persuade.
- **Effective Teamwork:** Understanding effective team dynamics is an essential skill for any manager. Commencing at induction, MBA participants engage in an intensive set of team building activities to enhance collaboration and team performance.
- **Reflective Practice and Self-awareness:** The NEO PI-R is internationally recognised as the ‘gold standard’ instrument with which to measure personality. Working with our in-

house coach you will reflect on your NEO PI-R results in confidence and will engage in follow-up one-to-one coaching.

- **Leadership and Impact:** Participants will be equipped with the tools and techniques needed to strategically analyse issues and to make evidenced-based decisions. Working with an experienced peer group, participants learn about other industries and organisations combined, with insights from expert lecturers, guest speakers and the Global Leadership Immersion.
- **Career Development:** Our award-winning Career Development team will deliver group and one-to-one sessions to assist you in identifying and achieving your personal career goals. As a student and graduate of the AMBA Accredited TU Dublin MBA, you are entitled to access the AMBA Career Development Centre and Resources.

## Global Leadership Immersion

The TU Dublin Executive MBA Global Leadership Immersion is a uniquely immersive experience, challenging but rewarding. The course entails a week-long exploration of business practices and participants gain insights into cultural, legal and political aspects of the local market through company visits and discussions with leading academics and industry practitioners. For the past number of years, the course has taken place in the San Francisco Bay Area with access to the most dynamic entrepreneurial ecosystem of the world – Silicon Valley.

The central aim of the course is to equip students with the knowledge to innovate, create lean start-ups and learn to scale in the global economy. Participants engage with current thinking on: entrepreneurship, psychology and the culture of entrepreneurship, open innovation, lean start-up, cross-cultural communication and building effective partnerships. The students are exposed to an ethos of risk-taking, growing for scale and collaboration.

The cost of this course is included in the Executive MBA fee; however, students must budget for subsistence.