

Dublin City University
Ollscoil Chathair Bhaile Átha Cliath



Executive Study for the Experienced Professional

Part-Time Postgraduate Programmes

Tailored Management Development Programmes



DUBLIN CITY UNIVERSITY BUSINESS SCHOOL

Executive Programmes

The education partner-of-choice for ambitious executives and their organisations.



Dublin City University Business School

Executive Programmes 2009-2010

DCU Business School Centre for Executive Programmes

DCU Business School Centre for Executive Programmes (CEP) offers accredited postgraduate programmes aimed at executive students and their companies, with a broad portfolio of programmes to meet their diverse requirements. The CEP also provides shorter, non-accredited management development programmes designed to respond to specific client needs.

Postgraduate Programmes

PART-TIME PROGRAMMES

- M.B.A. Executive
- M.B.A. Corporate
- M.Sc. in Investment, Treasury and Banking
- M.B.S. in Human Resource Strategies
- M.Sc. in Work and Organisational Psychology
- M.B.S. in Strategic Procurement
- M.Sc. in Emergency Management
- M.B.S. in Safety and Health at Work
- Graduate Certificate in Corporate Treasury

MANAGEMENT DEVELOPMENT PROGRAMMES

- Developing Managers
- Managing the Professional Service Firm
- Developing Leaders
- Finance for Non-Finance Specialists
- Introduction to Public Procurement
- Conflict Resolution
- Understanding Public Private Partnerships
- Development for Human Resource Managers
- Risk Management
- Contingency Management
- Master Classes for Masters Graduates

Other Programmes offered by DCU Business School

FULL-TIME POSTGRADUATE PROGRAMMES

- Professional Diploma in Accounting
- M.B.S. in Accounting
- M.Sc. in Finance and Capital Markets
- M.B.S. in Marketing
- M.Sc. in Electronic Commerce
- M.B.S. in Human Resource Management
- M.Sc. in Business Management
- M.Sc. in International Management

FULL-TIME UNDERGRADUATE PROGRAMMES

- B.A. in Accounting and Finance
- Bachelor of Business Studies
- B.A. in European Business
- B.A. in International Business and Languages
- B.Sc. in Marketing, Innovation and Technology

Research Programmes

Masters Full-Time/Part-Time

Ph.D. Full-Time/Part-Time

Professional Doctoral Programme

For information on all part-time postgraduate programmes and management development programmes, contact the Centre for Executive Programmes at Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

For information on all other taught programmes, contact the DCUBS School Office at Tel: +353 (0)1 700 5265 or email: dcubs@dcu.ie

For information on our research programmes, contact Rachel Keegan at Tel: +353 (0)1 700 5734 or email: phdbusiness@dcu.ie

Welcome to DCUBS



Professor Brian Leavy
Academic Director, Centre for Executive Programmes



Professor Bernard Pierce
Executive Dean, DCU Business School

Whether companies will emerge re-invigorated from the turbulent times in which we all find ourselves will depend, more than ever, on the resilience, adaptability and creativity of their key executives. So the choice of education partner has never been more important, nor enlightened approaches to ‘talent management’ more crucial.

At DCUBS Centre for Executive Programmes (CEP), we work in partnership with our clients, both individuals and organisations, to supply management development and professional programmes that will make a significant contribution to the achievement of their strategic and operational goals.

We offer a suite of open enrolment programmes for the experienced professional in the areas of Management, Strategy, Finance, Human Resources, Procurement, Health and Safety, Emergency Management and Organisational Psychology. We also deliver fully customised programmes that can address the specific requirements of your organisation.

Whichever programme you choose, you can be confident that our experienced faculty and action-based learning approach to executive education and leadership development, with its particular emphasis on work-related projects and the integration of experiential and classroom knowledge as you go, will equip you with the insight and skills required to meet your current and future business challenges.

Thank you for your interest in DCUBS Centre for Executive Programmes and we look forward to meeting with you soon to discuss your own particular needs and priorities.

A handwritten signature in black ink that reads "Brian Leavy".

Professor Brian Leavy
Academic Director, Centre for Executive Programmes

“Our programmes will make a significant contribution to the achievement of your strategic and operational goals.”

Dublin City University Business School Executive Programmes 2009-2010

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We work in partnership with our students to enable them to reach their full personal and professional potential.

Executive Study at DCU Business School



Since its establishment in 1980, Dublin City University Business School has been at the forefront of innovation with its programmes. The School has developed an impressive range of undergraduate and postgraduate degree programmes as well as a suite of management development programmes that are relevant to the business environment. DCU Business School has achieved a reputation for both the high quality of its programmes and their relevance to the market place, and for the calibre of its graduates.

The Centre for Executive Programmes (CEP) was established within DCU Business School to develop and enhance the School's relationships with the business community, with public sector organisations and with professional bodies. The CEP delivers accredited part-time programmes at postgraduate level and management development programmes. It is responsive to the needs of its clients and is constantly updating its programmes and introducing new initiatives.

Our Guiding Philosophy: Relevance and Excellence

The guiding principles of DCUBS are relevance and excellence; relevance to students, to the business community, to the economy and to society in general; excellence in teaching, research, facilities and delivery.

We believe that education is not just about establishing business know-how and competence; it is taking a holistic view of the development of the whole person. We work in partnership with our students to enable them to reach their full personal and professional potential.

Programmes to suit your Business Needs

Our principal focus in the Centre for Executive Programmes is the delivery of accredited postgraduate qualifications to meet the needs of managers and their organisations. We also provide shorter, non-accredited management development programmes designed to respond to specific client needs, as they arise.

Each of our programmes is designed:

- To combine the fullest academic rigour with practical application
- To create robust and imaginative connections between theory and practice
- To encourage strongly the synthesis of ideas and an interdisciplinary approach to problem-solving, change management and leadership development
- To foster a spirit of innovation and entrepreneurship

Why Make DCUBS Your Education Partner-of-Choice?

The DCUBS Centre for Executive Programmes (CEP) aims to be the educational partner-of-choice for ambitious executives and their organisations seeking to realise their full potential.

Our operating principles to fulfil this role are:

Client Partnerships

We work in close partnership with our clients to create and deliver management education programmes aimed at making a significant contribution to the achievement of their strategic and operational goals. To this end, we have a highly qualified development team who work with clients, using progressive educational design tools, to deliver customised and action-focused learning solutions.

Tailored Programmes

We offer both accredited and non-accredited programmes tailored to meet the needs and objectives of each client organisation and the developmental needs of each individual who participates in our programmes.



The CEP Client Administration Team.

High Quality Learning Environment

We draw on the best skills available within DCU Business School and across the university to deliver leading-edge tuition in a dedicated, custom designed executive education suite. This facility is equipped with the most up-to-date teaching and learning technologies, and is supported by a highly professional CEP client administration team dedicated to customer care.

Collaborative Delivery

We compliment the skills of our own in-house team with the expertise provided by our network of national and international associates who are a mix of both academics and practitioners. We are happy to work with other educational and professional suppliers, where such pooling of expertise provides the most effective means of meeting client needs.

Tangible Return on Investment

Our approach to assessment places a strong emphasis on problem-based learning using work-related projects. This enables participants to add value to their organisations as they complete our programmes.

Professional Recognition

Our programmes are professional in outlook and designed to aid career progression. Many are accredited and/or supported by leading professional organisations and bodies. These include Association of MBAs (AMBA); Irish Association of Corporate Treasurers (IACT); Chartered Institute of Personnel and Development (CIPD); National Public Procurement Policy Unit (NPPPU) of the Department of Finance; Irish Institute of Purchasing and Materials Management (IIPMM); Institute of Occupational Safety and Health (IOSH); the National Steering Group for Major Emergency Management; the Emergency Planning Society (Republic of Ireland Branch); and Pharmaceutical Ireland.



Unrivalled Learning Environment



The Centre for Executive Programmes is housed in a new purpose-built executive education facility in DCU Business School. This impressive facility has been designed to meet the needs of post experience students. It is bright and spacious, with classrooms that facilitate maximum participation and class interaction.

Within DCU Business School, students have access to small study rooms for group assignments and for collaborative study; computer rooms; a coffee shop and restaurant; a large 'open space' with a balcony that facilitates networking and social interaction; and full wireless Internet access.

Collaborative and Participative Atmosphere

We believe that an interactive and participative learning environment is best achieved in small classes. To facilitate this we limit class sizes to 25.

Award-Winning Learning Facilities

Executive students at DCUBS benefit from the use of the award-winning *John and Aileen O'Reilly Library*, a modern study facility with private study space, collaborative study rooms, and an extensive collection of business books and journals. Students have access to our extensive online library resources. These resources can be accessed off campus and allow for downloading of academic material and company information. This

facility is very useful for executive part-time students and assists them to complete assignments and to study while off campus.

Campus Amenities

DCU's student amenities are amongst the best in Ireland. On-campus facilities include four restaurants, The Hub student centre, on-campus residential accommodation, The Helix performing arts centre, retail outlets and banking facilities. The entire DCU campus is wireless enabled. DCU Sports offers world-class sports, health and wellbeing facilities that include a 25m swimming pool with tepidarium, sauna and steamroom, a sports arena, specialist fitness classes, and a high performance gym for elite athletes.

Dedicated Client Support

The Administrative Team in the Centre for Executive Programmes is very experienced in meeting the needs of managers who are working full-time and attending our programmes on a part-time basis. The team delivers a very high quality customer service. The team is led by the Head of Operations for the Centre and is specially trained in customer care.



DCU's award-winning library.

Master of Business Administration Executive MBA

(PAC Code: DC950/DC951)

2-Year Part-Time Programme

Programme Overview

The DCU MBA is widely recognised as the degree-of-choice for rising executives with ambitions to be Senior Managers/CEOs, whatever their specialist backgrounds. The DCU MBA is accredited by the Association of MBAs, an independent UK-based accreditation body, which assesses the quality of MBA programmes worldwide.

DCU has been graduating MBA students since 1990. Building on this extensive experience, we have designed our MBA to accommodate the challenges that managers encounter in dealing with the often competing demands of enhancing their job performance, moving up the career ladder and meeting personal commitments while trying to maintain a proper work/life balance. We take a holistic view of the development of our programme to ensure that as well as being academically rigorous and providing our participants with the knowledge, skills and tools to achieve their career aspirations, the DCU MBA will contribute to their personal development and the attainment of personal goals.

Entry Requirements

The DCU MBA programme is aimed at established and mid-career business professionals and technical and engineering specialists who want to make the transition to senior management positions. Candidates must possess:

- An honours degree, or an equivalent professional qualification.
- At least three years of relevant managerial experience.
- Overseas applicants are expected to have achieved a satisfactory standard in the IELTS English language test.

Exceptional candidates who do not meet these requirements may be considered for entry. In such cases, candidates will be interviewed and may be required to take the Graduate Management Admissions Test (GMAT).

Aims and Objectives

The DCU MBA prepares students for the challenges of business leadership. The specific competences that students develop during their MBA programme are:

- The ability to lead and manage independently or as part of a multidisciplinary management team
- The capacity to apply business and management theories, tools and knowledge in tackling complex management and organisational problems and opportunities, at both a strategic and business functional level
- The expertise to critically evaluate problems and alternative solutions in a variety of contexts; to appraise, evaluate and prioritise between alternative courses of action; and to exercise judgement in assessing complex organisational and strategic problems
- The confidence to initiate and lead change in organisations. This includes the ability to justify solutions to management and organisational problems, to be accountable for such solutions, and to communicate clearly with professional and lay audiences

Programme Structure and Content

The programme begins with an intensive two-day 'Team Building Event'. The first year of the DCU MBA develops an understanding of the foundation disciplines and their potential contribution to business leadership and organisational effectiveness. Towards the end of the first year students begin an extensive exercise in personal leadership development that continues over the second year of the programme. This module is facilitated and delivered with faculty colleagues in our partner institution, Northeastern University, Boston.

The second year adopts a thematic, integrated approach, which focuses on the key strategic drivers of sustainable growth: operational excellence, entrepreneurship and innovation, customer relationship management, and strategic information systems. At this stage students have the option of an International Week to Boston, which includes a class in leadership that is delivered by an adjunct faculty member of The Kennedy School of Government at Harvard. It also involves visits to US-based companies with each visit being linked to one of our MBA modules.

The final semester completes the programme, with the capstone theme of the DCU MBA: Strategy, Leadership, and Renewal. This theme focuses on the unique roles,

tasks and responsibilities of corporate leadership and governance in the overall strategic development, performance and renewal of the enterprise.

The DCU MBA is inculcated by a spirit of inquiry, group learning, and active engagement by all MBA participants. We seek to maximise peer-to-peer learning. To achieve this learning, we limit classes to 25 students.

We recognise that the DCU MBA alumni community of business leaders is a valuable network for our MBA students and we facilitate interaction between current and past students.

Healthy Mind, Healthy Body

DCU Business School has linked up with DCU Sports Centre and DCU School of Health and Human Performance to assist our students in achieving their desired work/life balance. Faculty from the School of Health and Human Performance, together with experts from the DCU Sports Centre, will deliver a seminar once during each semester on work/life balance, managing stress, nutrition and other relevant topics. Each student can also, if desired, avail of the DCU Sports Centre facilities for the duration of their MBA.

Flexible Programme Delivery

The MBA (Executive)

The programme is delivered in two formats. Students may attend the programme on a weekly basis (one day per week) when classes are typically delivered from 2.00pm to 9.15pm. Alternatively, students may attend the programme on a block release basis when classes are delivered over three (8 hour) days per month (typically Thursday, Friday and Saturday). Each semester runs for 12 weeks. Semester One each year is from September to December with exams in mid-January, while Semester Two is from February to April with exams in mid-May.

The MBA (Corporate)

DCUBS Centre for Executive Programmes also offers a Corporate MBA, which is tailored to meet the requirements of the sponsoring organisation and programme participants. Customised modules mean that the programme delivers tangible value for corporate clients.

Career Prospects

The DCU MBA is about much more than just acquiring some useful extra tools for the management toolkit; it is a transformative experience at the personal level. Graduates of our programme talk about how much they have grown in confidence, how their own self-awareness as leaders has deepened and how their perspective on business management has been raised to a more strategic level. Our graduates tell us that these 'personal growth' effects of the MBA become very apparent back in their workplaces, in terms of the issues they are invited to contribute to, the roles they are asked to take on, and in how they are perceived as future leaders.



Programme Director

Professor Colm O'Gorman, B.Comm., M.B.S., Ph.D.

Contact Details

All further enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dcubs

To apply for the Executive MBA programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

"The DCU MBA programme was a significant catalyst in my career. The programme provided an appropriate mix of broad academic learning and practical group case-based projects. I have been able to re-use much of the learning and approach to problem solving in my career over the last decade, but also to leverage off the excellent network of contacts I made during the programme. I would strongly recommend this programme for any manager aspiring to lead or build a business."

Paul Quinn, Director, Supply Chain Management, eircom

M.Sc. in Investment, Treasury and Banking

(PAC Code: DC958)

2 Years Part-Time Programme

Programme Overview

This is a part-time programme aimed at people working in financial services who wish to deepen their knowledge of financial markets and products. It explores the roles of the various participants in the financial markets, the competitive structure of the markets, and the regulatory environment. It also examines how to price and hedge financial products and measure the risk of such products, both in isolation and in portfolios.

Students who complete the programme will understand how value is created in financial markets and will be equipped to apply this understanding in their work.

Entry Requirements

The following are eligible to apply for the programme:

Those who hold an honours degree in Business

or

Those who hold an honours degree in a discipline other than Business and are employed in the financial services industry

or

Those who hold other qualifications (including professional qualifications) and have worked in the financial services industry for at least three years.

On the basis of previous experience, it is expected that there will be many more applicants for the programme than places available. Eligible applicants will be ranked on academic attainment and relevant work experience.

Aims and Objectives

The objectives of the programme are:

- To develop students' understanding of the concepts and theories which underpin financial markets and products

- To enable students to price, hedge and manage the risk embedded in financial products
- To equip students to create value in investment, treasury and banking environments.

Programme Structure

The programme is delivered on a part-time basis, involving four semesters of teaching over two academic years. Each semester lasts twelve weeks. Upon completion of the taught element of the programme, participants will complete a dissertation which integrates what they have learned over the two years and applies it to an issue which interests them.

Participants attend the programme on one evening per week and on Saturday morning. The evening lectures are given in the IFSC, adjacent to most students' places of employment. The 5.30pm start also ensures that minimal disruption is caused to employers.

Programme Content

Indicative modules offered on the programme are as follows:

- Corporate Finance
- Applied Econometrics
- Regulatory Environment and Corporate Governance
- Treasury Management
- Fixed Income Securities
- Portfolio Theory
- Accounting for Financial Services
- Securities and Investments
- Theory of Finance
- Equity Case Study
- Fund Management
- Banking
- Dissertation

Career Prospects

Since it began in 1990, the programme has established a strong reputation as the leading graduate finance programme in Ireland. Many of its graduates are working in senior positions in the Irish Financial Services Centre (IFSC), in non IFSC-based financial services, in the United Kingdom, the USA and Japan.

The reputation of the programme attracts highly motivated students who, on graduation, are much sought after by the industry in Ireland and abroad.





Liam Igoe, Goodbody Stockbrokers; Prof. Brian O'Kelly, DCUBS; Shane Moroney, Unicredit Group and MITB Class of 2008; and Billy Kelly, DCUBS.

What's more, this degree will add long-term value to your career since top academic qualifications increasingly are factored into organisations' recruitment of senior staff.

Our graduate employers include the following:

AIB Group	Bank of Ireland Group
Hibernian Group	Ulster Bank
Irish Life and Permanent Group	Anglo Irish Bank
IIB Bank	Citibank
Barclays Group	Bank of Scotland
Deutsche International	Commerzbank AG
Global Asset Management	J.P. Morgan
Merrill Lynch	FTI Finance
Pioneer Investments	Merrion Capital Group
Bloxhams Stockbrokers	Goodbody Stockbrokers
Davy Stockbrokers	Irish Stock Exchange
Central Bank of Ireland	IBM
PricewaterhouseCoopers	

Additional Programme Feature

The Fionán Coleman Prize is awarded by the National Treasury Management Agency (NTMA) to the student obtaining the highest mark in the Fixed Income Securities module.

Academic Director of the Programme

Prof. Brian O'Kelly

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc958

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

"My job entails day to day management of our bond portfolios and foreign exchange exposures/requirements. The M.Sc. gave me an appreciation and understanding of financial markets and asset management, from the various underlying economic fundamentals and their interactions, to strategy and asset allocation. It provided me with the necessary knowledge to access, make and implement individual investment decisions."

Gareth Henson, M.Sc. in Investment and Treasury, Senior Investment Analyst, Fixed Income & Treasury, Friends First Asset Management

"I spent 2 years with ABM AMRO followed by 3 years with Lombard Global Finance. I have now moved to London to join National Australia Bank's Global Wholesale Financial Services to work in a structured finance team. The M.Sc. provided me with many of the skills and the academic recognition to complete such a move."

Muiris O'Dwyer, M.Sc. in Investment and Treasury, Manager, National Australia Bank, London

M.B.S. in Human Resource Strategies

(PAC Code: DC503)

18 Months Part-Time Programme

Programme Overview

Established in 1997, the M.B.S. in Human Resource Strategies has developed a reputation as the leading programme in Ireland for managers and professionals who are interested in pursuing a strategic approach to managing human resource issues and in creating a high performance culture. The programme attracts a wide variety of participants including human resource professionals, training and development professionals, and employee relations specialists, in addition to line managers and those involved in managing their own companies.

Organisations that have sponsored individuals to attend the programme include ESB, AIB, VHI and Intel, as well as a variety of public sector organisations such as the HSE, the Defence Forces, An Garda Síochána, and the Civil Service.

The M.B.S. in Human Resource Strategies programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD) for graduate membership of the Institute. It has been described by the CIPD as 'one of the best of its kind in Europe'.

Entry Requirements

The minimum entry requirements are:

- An honours degree or professional qualification
- At least three years' managerial/professional work experience in the broad area of human resource management (including areas such as training and development, employee relations, etc.) or extensive experience in managing human resource issues.

Applicants must be in a position to undertake and implement project-based assignments within their work organisations. Selection of applicants may include an interview.

Aims and Objectives

The M.B.S. in Human Resource Strategies has been established to respond to the dramatic changes that have taken place in the nature of personnel/human resource management. Organisations have recognised the importance of the roles carried out by human resource professionals and have added new responsibilities to the human resource portfolio. The HR manager is now expected to lead, facilitate and implement new initiatives and to actively manage the process of organisational change. The crucial importance of managing the linkages between business and human resource strategies and their relationship to high performance has been added to an expanding portfolio of tasks.

To carry out these new roles effectively, the M.B.S. in Human Resource Strategies facilitates the human resource professional to acquire:

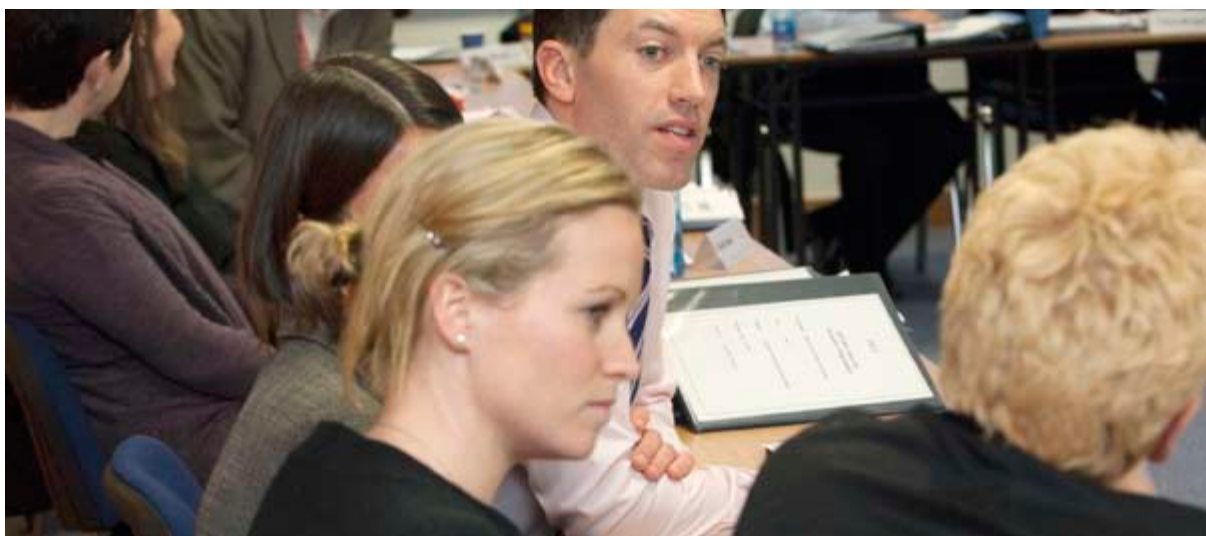
- An in-depth understanding of the strategic issues facing organisations and of the HR role in strategy formulation and implementation
- The skills and abilities required to diagnose, facilitate and implement major change initiatives within their organisations
- Knowledge of contemporary developments in both domestic and international human resource management
- An increased self-awareness and capacity for problem solving and creativity
- A grasp of the changing nature of organisations and of the links between HR system design and high performance

Programme Structure

The programme is delivered on a part-time basis involving four semesters of attendance at the University (one afternoon each week, 2.00pm-8.00pm). There are mandatory residential teambuilding events at the beginning of both Year 1 and Year 2.

One of the major issues for companies is the management of the learning process, whether at the level of the individual or the organisation – 'the learning company'. To contribute effectively to the development of the learning company, human resource managers need to experience learning in action. The programme is, therefore, based on the interlinked approaches of action learning and action research. The integration of these approaches enables managers to undertake a major project of benefit both to themselves, in terms of learning outcomes, and to their organisations as a usable end product. Major work on the action research project is undertaken in the summer between the first





and second years of the programme. There are no formal examinations and the programme is based entirely on continuous assessment including case presentations, work-based assignments, and group and individual projects.

Programme Content

Year 1 provides participants with new insights into understanding and resolving problems in their organisations. In Year 2 the focus is on taking a strategic view of issues and on managing change.

- Teambuilding (Years 1 and 2)
- Developing the Knowledge-Centric Organisation
- Organisational Behaviour and Change
- Strategic International HRM
- HR and the Legal Environment
- HR and the Wider Economic Environment
- The HR-Marketing Interface
- Financial Analysis and Decision-Making
- Research Methods I & II
- Coaching
- Strategic Management I & II
- Managing Change
- Managing for High Performance
- Human Resource Strategy in Practice
- Research Project/Dissertation

Graduate Membership of the Chartered Institute of Personnel and Development

This programme is fully accredited by the Chartered Institute of Personnel and Development (CIPD) and successful completion leads to graduate membership of Institute.

Career Prospects

Graduates of the programme have advanced their careers, either through promotion within their own organisations or externally, while also experiencing extensive personal development.

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc503

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

"This is an excellent programme. Its key strength lies in helping participants transfer the academic insights gained on the programme into practice. In terms of personal development and its impact on personal effectiveness, I believe this programme is second to none."

Barry McKimm, HR Director, Coyle Hamilton Willis

"Having worked for 6 years in HR at the time of commencing the programme, it was great to see the full range of HR issues and challenges pulled together in a consistent way and set in the context of business strategy. Much of what had been observed in practice was borne out in theory. At the end, I felt as knowledgeable in HR as anyone I would encounter – a great source of enhanced self-confidence."

Michael Loughnane, Manager, Leadership & People Development, ESB

M.Sc. in Work and Organisational Psychology

(PAC Code: DC508)

2 Years Part-Time Programme

Programme Overview

Established in 1991, the M.Sc. in Work and Organisational Psychology is designed to respond to the needs of Irish and international organisations in an environment characterised by rapid and complex change. This unique programme provides qualified psychologists with academic training and development which contributes significantly to the process of seeking formal registered organisational psychologist status, if desired. Participants are equipped with the knowledge, experience and professional expertise necessary to make a distinctive and valuable contribution to organisational planning, development and change.

A key feature of this Masters programme is the educational philosophy, which is built firmly on the 'Adult Learning Model'. This puts an emphasis on collaborative and participative team learning and draws heavily on the experiences and insights of participants rather than on the lecturer as expert.

Entry Requirements

Candidates should have an honours degree in Psychology (at least second class honours grade 2 level). Graduates are likely to be involved in the following work fields:

- Change management in larger organisations
- Management of training and development
- Policy studies in research centres
- Organisational advice and management consulting
- Personnel selection and development
- Academic research and training

The class usually comprises professionals from a variety of sectoral backgrounds as well as recent graduates, which adds to the dynamic of the group.

Aims and Objectives

The programme aims to produce professionally qualified organisational psychologists who shall:

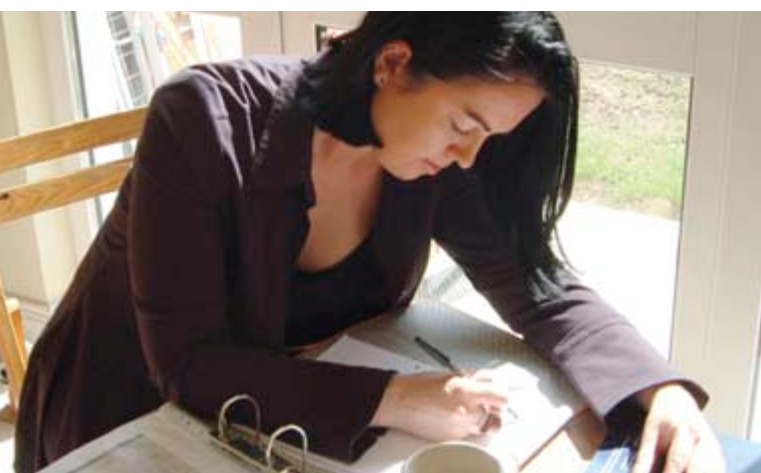
- Develop the ability to objectively analyse specific and related aspects of the structure of an organisation and the tasks it performs
- Have a complete understanding of both the measurement and influence of individual differences such as personality, motivation, leadership style and attitudes on organisational performance and efficiency
- Be cognisant of the available methods of employee testing, appraisal and development, appropriate to organisational rationale
- Be capable of analysing organisational staffing needs and prescribing job analysis, recruitment and selection techniques for that organisation
- Develop distinctive psychological skills for the diagnosis of specific aspects of organisational behaviour and functioning such as training, decision-making, restructuring, problem-solving and job design
- Develop the ability to aid organisations to embrace teamworking, multi-cultural workplace integration and innovative management techniques

Programme Structure and Content

Classes take place on one day per week, usually Thursday, from 2.00pm-8.00pm. Assessment of the programme will be by semester papers, group work, performance assessment, and by research project with formal examinations being the exception rather than the rule. There is an intake onto this programme every two years (i.e. 2009, 2011, etc.).

Among the main areas covered in the programme are:

- The psychology of work and organisational life
- Organisational selection and motivation
- Managing organisational change and development
- Organisational diagnosis and consulting
- Applied organisational research methods





Research Conducted

Students are required to complete a dissertation, which is typically centred on empirical research conducted in appropriate organisations. Some examples include:

- Evaluation of Knowledge Management Systems
- The Importance of Emotional Intelligence in the Tele-Working Environment
- The Impact of Shift Working and Stress in the Health Sector
- An Evaluation of Work Family Balance Support Systems in the Public Sector
- How Commuting Stress influences Work Behaviour
- The Impact of Work Space on Performance
- Mapping Change Management Strategy in Private Sector Organisations
- Designing the Most Effective Selection Method
- Emotional Labour and Job Stressors in the Public Sector
- Designing Effective Performance Appraisal and Developmental Reviews

Additional Features

A series of guest lecturers from the field of work psychology participate in the programme, imparting their knowledge and experience to students and making a valuable contribution to the learning process. Recent participants have included:

- Prof. Jose-Maria Peiro, University Valencia, Spain
- Prof. Charles Lance, University of Georgia, USA

- Prof. Janet Barnes-Farrell, University of Connecticut, USA
- Prof. Rob Roe, University of Maastricht, Netherlands

Career Prospects

Graduates of the M.Sc. in Work and Organisational Psychology have found employment in a wide range of Irish and international organisations, representative of a variety of sectors. Recent graduates have gained positions in Public Service organisations, financial institutions and the information technology sector, to mention a few. The variety of positions undertaken reflects the diverse strengths of the programme. Graduates typically take positions managing change, diagnosing organisational problems, and planning and managing interventions.

Programme Director

Finian Buckley, B.A., H.Dip.Ed., Ph.D.

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc508

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

"I was attracted to this Masters programme for its unique amalgamation of psychology and business know-how. The sense of professional identity among the group is very strong and the collaborative nature of the programme has made it a great learning experience. Indeed the professionalism of the academic staff on the programme made it feel more like working in an organisation than an academic institution."

Diane Dignam, Independent Consultant, DHR Consulting

M.B.S. in Strategic Procurement

(PAC Code: DC955)

2 Years Part-Time Programme

Programme Overview

DCU Business School (DCUBS) offers an innovative new Masters programme in Strategic Procurement. The first of its kind in Ireland and one of only two such programmes in Europe, the aim of this programme is to build the capacity for strategic thinking in procurement and to meet the changing skills requirements for professionals either engaged in or working closely with the procurement function. The programme is suitable for both public and private sector employees. It has been endorsed by the National Public Procurement Policy Unit (NPPPU) in the Department of Finance as being a suitable programme to improve the strategic procurement skills of individuals in the public sector. Graduates are eligible for full membership of the Irish Institute of Purchasing and Materials Management.

The programme is ideally suited for international students, due to its delivery by block release format and the proximity of DCUBS to an international airport.

Entry Requirements

The potential participants will be professionals seeking further development in the area of procurement or graduates of other disciplines who are seeking to move into the area.

The following will be eligible to apply for the programme:

- Those who hold an honours degree (in any discipline)
- Those who hold other qualifications (including professional qualifications)

Applicants will be expected to have at least three years' experience in the broad area of procurement or supply chain/operations management (including areas such as buyer, contract management, and supply chain management) or extensive experience of procurement issues. Applicants must be also in a position to undertake and implement project-based assignments within their work. Selection of applicants may include an interview.



Aims and Objectives

Procurement has been identified as one of the key areas in the Irish public sector for development and training.

As business organisations are going through rapid external environmental and internal organisational changes due to increasing globalisation, e-business and outsourcing, increasing attention is being paid to the issue of how purchasing fits within business organisations and how it adds strategic value and contributes to corporate success. The aims of this programme are to meet these changing skills demands for professionals either engaged in procurement or working closely with the procurement function.

There is a distinct need for senior managers to understand the role of supply chain management philosophy in the overall business improvement process. This programme aims to take one area of the supply chain – procurement – and focus on the role of procurement in the supply chain and, more importantly, on its strategic impact.



The specific objectives of the programme are:

- To introduce students to leading-edge thinking in the area of procurement with a view to adapting it to make it appropriate to the business and organisational contexts in which they operate
- To develop students who are more strategy oriented and less operationally oriented
- To develop a knowledge base through both the taught and research elements of the programme, such that students can continue professional development post-qualification.

Programme Structure

The programme is offered on a part-time basis over two years, commencing in autumn, and is delivered by block release on three days per month, i.e. Thursday, Friday and Saturday. Maximum class size will be 25, comprising students from both the public and private sectors.

As a requirement of the Masters programme, a research thesis must be delivered by the end of the second year. This thesis will be based on research conducted over the course of the two years.

Assessment of each of the programme's six integrated units will be by competency test, continuous assessment (including project work), terminal examination, or a combination of these elements. The nature of assessment and the percentage of marks allocated to the various elements of the assessment will depend on the unit.

Programme Content

Indicative content for the programme is as follows:

- Economic and Risk Analysis I & II
- Change Management
- Supply Networks I & II
- Business Analysis
- Strategic Management/Leadership Skills
- Strategic Procurement
- Project Management
- Research Methodology
- Thesis

Programme Director

Paul Davis, B.Sc., M.I.E., M.B.A. (Open),
P.I.I.E., M.I.I.P.M.M., C.M.I.L.T.

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

Or to Paul Davis on Tel: +353 (0)1 700 5627 or email: paul.davis@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc955

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

M.Sc. in Emergency Management

(PAC Code: DC956)

2 Years Part-Time Programme

Programme Overview

The M.Sc. in Emergency Management is the first programme of its kind in Ireland. The programme has been endorsed by the National Steering Group for Major Emergency Management, The Emergency Planning Society (Republic of Ireland Branch) and Pharmachemical Ireland as being a suitable programme to improve the emergency management skills of individuals in both the public and private sectors.



Crises and disasters, both local and international, have made headline news over the past number of years. The impact of natural disasters, such as the Tsunami on the Far East and Hurricane Katrina on New Orleans, is still being felt in those regions. The impact of human initiated disasters, such as the Twin Towers collapse and the Madrid and London bombings, has had an enormous impact on security systems and world travel. Biologically based disasters such as SARS and bird flu similarly have had worldwide impact. In Ireland the many horrific traffic disasters that occur annually, natural disasters such as storms and floods, and recent epidemics such as the foot and mouth outbreak have had huge impact on people's lives. As a consequence of these disasters, the areas of preparedness for emergency, response to emergency, business continuity and post-disaster recovery have become significantly important in a global context and also locally in Ireland.

In recent years emergency planning and emergency management have moved significantly up the Irish Government's priority list. In 2006 a Framework for Major Emergency Management document was produced by an inter-agency review group supported by the Department of the Environment, Heritage and Local Government.

Entry Requirements

Applicants should hold an honours primary degree or an equivalent professional qualification. A small number of students who do not meet the normal entry criteria may be considered for admission to the programme on the basis of their work experience and other relevant educational achievements.

Applicants will be expected to have at least three years' experience in the broad area of emergency management/ disaster planning. Selection of applicants may include an interview.

Aims and Objectives

The overall aim of the programme is to provide a standard of excellence in practice in the area of emergency management so as to qualify participants in the field as practitioners.

Students will:

- gain knowledge and a comprehensive understanding of the major theories of emergency management including planning, problem structuring, human aspects and communications, and be able to test the relevance of these theories and concepts as they apply in practice
- demonstrate capacity to present oral and written reports and communicate appropriately in a professional setting
- develop the capacity to utilise networking skills across agencies as a means of extending the knowledge base and facilitating best practice so as to become an agent of change and reconciliation within professional settings
- understand the impact of information and communications technologies on the conceptual and practical issues involved in emergency management and demonstrate a capacity to use these technologies



- enhance personal, professional and problem-solving skills in optimising the achievement of objectives with available resources in their work settings
- take a rigorous approach to research design and implementation so that findings can illuminate practice and provide the foundation for models of excellent practice in the field

Programme Structure and Content

The delivery mode is part-time by block release all day on Thursday, Friday and Saturday once a month. Assessment of each module will be by competency test, continuous assessment (including project work), terminal examination, or a combination of these elements. The nature of assessment and the percentage of marks allocated to the various elements of the assessment will depend on the module.

Indicative content for the programme is as follows:

- Emergency Management: Fundamentals
- Emergency Management: Framework and Regulations
- Hazard Analysis and Risk Assessment
- Planning and Preparedness
- Business Continuity
- Crisis Communications
- Hazardous Materials

- Emergency Management: Best Practice and Current Issues
- Co-Ordinating the Inter-Organisational Response
- Human Aspects of Emergencies
- Problem Structuring and Decision-Making
- Research Methods
- Dissertation

While the programme is designed as a complete Masters package covering 90 credits of learning, there is an exit route at Graduate Diploma level. A participant who has completed 60 credits of modules may be awarded a Graduate Diploma and a participant who has completed all 90 credits will be awarded the Masters.

Programme Director

Caroline McMullan, B.A., M.Phil., Ph.D.

Contact Details

Enquiries should be directed to Bernadette McCulloch at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc956

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

M.B.S. in Safety and Health at Work

(PAC Code: DC953)

2 Years Part-Time Programme

Programme Overview

The M.B.S. in Safety and Health at Work is a four semester (24 months) part-time taught programme. The programme was established by Dublin City University Business School and is delivered through DCUBS Centre for Executive Programmes. It is the only such programme in Ireland which, although providing all the usual technical and scientific modules, is centred in a business school.

This programme is designed to provide a recognised qualification for those who implement occupational safety and health policies within their organisations, as required by the Safety, Health and Welfare at Work Act 2005, and those who wish to become recognised occupational safety and health practitioners.

The Masters qualification is recognised by the Institution of Occupational Safety and Health (IOSH) as meeting the academic requirements for achieving graduate membership of the Institution (three years' relevant professional experience is also required).

Entry Requirements

Applicants to the M.B.S. in Safety and Health at Work will normally have an honours primary degree; however, appropriate combinations of professional qualifications and experience may be accepted as equivalent, in accordance with the relevant regulations of the University. If there are more qualified applicants for the programme than places available, candidates will be ranked by prior academic achievement and/or work experience.

Aims and Objectives

The principal aim of this programme is to develop in students, a multi-disciplinary perspective on the range of issues arising in occupational safety and health, including occupational health risks, risks associated with work equipment, fire and emergency strategies, the control of chemical, physical and biological agents, the economics of safety and health at work, and the relevant legal framework.

The programme is aimed at both honours graduates and those with equivalent combinations of qualifications and experience in safety and health at work. For graduates without any particular practical experience, the Masters will provide the required academic qualification which, together with further practical experience in the field,



may form the basis for future recognition of competence by a recognised professional organisation. For students with considerable work experience in occupational safety and health, the programme will provide the necessary professional and academic qualification to indicate competence as an occupational safety and health practitioner. Both sets of candidates will be catered for through a combination of breadth of coverage and practical approach to the subject matter of the modules in the programme.

Specific aims of the programme are:

- To develop in students, a detailed understanding of the key concepts underpinning safety and health at work
- To provide in-depth knowledge of the manner in which employers may achieve and maintain high standards of occupational safety and health
- To ensure that students understand the need to integrate the management of safety and health into all levels of responsibility in an undertaking
- To ensure that students appreciate the need to approach occupational safety and health risks through the use of preventative means

Programme Structure

The programme is delivered on a modular basis. In each of the first three semesters students are required to take four modules. One of the modules, the Graduate Diploma Project, will require students to submit a written project on a relevant topic in the third semester. The project will involve the application of concepts dealt with in the programme. Each semester



comprises 12 weeks, during which students will attend DCU for lectures on one full day per week (typically Monday). Each semester is followed by a study period and then examinations.

Programme Content

- Law of Safety and Health at Work
- Occupational Health
- Management of Safety and Health
- Work Equipment
- Work Organisation
- The Workplace, Fire and Emergency Management
- Emerging Issues in Safety and Health at Work
- Graduate Diploma Project
- Research Methodology
- Chemical Agents and Toxicology
- Physical and Biological Agents
- Economics of Safety and Health at Work
- Masters Dissertation

During the fourth semester students will complete supervised research, leading to completion and submission of a Masters dissertation.

While the programme is designed as a complete Masters package covering 90 credits of learning, there is an exit route at Graduate Diploma level. A participant who has completed 60 credits of modules may be awarded a Graduate Diploma and a participant who has completed all 90 credits will be awarded the Masters.

Career Prospects

The programme is designed specifically to equip those who implement occupational safety and health policies in their organisations with the necessary knowledge and skills to fulfill their roles. It is designed also for those who wish to become recognised safety and health practitioners.

Programme Directors

Caroline McMullan, B.A., M.Phil., Ph.D.

Raymond Byrne, B.C.L., L.L.M., Barrister-at-Law

Contact Details

Enquiries should be directed to Catherine Gallagher at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8829 or email: catherine.gallagher@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc953

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

Graduate Certificate in Corporate Treasury

(PAC Code: DC954)

1 Year Part-Time Programme

Programme Overview

The Graduate Certificate in Corporate Treasury has been designed in response to a need for an academically-rigorous, professionally-oriented treasury programme. The programme is offered by DCU in conjunction with the Irish Association of Corporate Treasurers (IACT), the representative body for the corporate treasury profession in Ireland.

The overall purpose of the programme is to enable corporate treasurers and associated professionals to develop their expertise in a full range of corporate treasury disciplines. Graduates of this programme will be eligible for membership of the Irish Association of Corporate Treasurers. The programme also provides an opportunity for those working in treasury to gain the specialist knowledge required to function in or serve the needs of the modern corporation. It will also fulfill the continuing education needs of more experienced corporate treasurers, given the increased complexity of the financial markets within which they operate.

Entry Requirements

The following are eligible to apply for the programme:

1. Those who hold a degree in business
2. Those who hold a degree in a discipline with a substantial business content
3. Those who hold a degree in a discipline other than business and have substantial relevant experience
4. Those who hold other qualifications (including professional qualifications) combined with substantial corporate treasury experience

The selection process may include an interview.

Course participants are expected to become Associate Student Members of the IACT. A small membership fee will be payable to the IACT upon application for admission to the programme.

Aims and Objectives

The programme is designed to meet the needs of Irish business for well-educated and professionally qualified corporate treasury managers. Those who complete the programme will be equipped to function effectively in an environment characterised by continuous change

and the increasing sophistication of methods of analysis, technology, financial instruments and decision-making tools.



The specific learning objectives of the programme are to provide graduates with:

- A broad-based, up-to-date understanding of the wider issues involved in corporate financial management
- The theoretical and analytical skills and abilities required to anticipate and manage the funding requirements of an organisation
- An appreciation of the nature and importance of financial risk and in-depth knowledge of risk management tools
- An awareness of international financial markets and their impact on the corporate treasury environment
- Knowledge of contemporary developments in both domestic and international corporate treasury management
- The skills and tools required to analyse problems and to make decisions based on available information
- The intellectual framework within which existing treasury experience can be developed



Programme Structure and Content

Lectures and seminars will be held at Dublin City University Business School. The programme will be delivered on a part-time, modular basis with attendance at the University one evening per week and on Saturday mornings during each semester. Semester one runs from October to December, and semester two runs from February to May. Examinations are scheduled after each semester.

Indicative content for the programme is as follows:

- Corporate Financial Management
- International Financial Markets
- Cash and Working Capital Management
- Corporate Treasury Case Study*
- Funding
- Risk Management

**The Corporate Treasury Case Study module is based around a series by practitioners in the corporate treasury sector. Assessment of the module will be based on a written project and an oral presentation by students.*

Programme Director

Liam Hourihane, B.Sc., M.Sc.

Contact Details

Enquiries should be directed to Catherine Gallagher at the DCUBS Centre for Executive Programmes on Tel: +353 (0)1 700 8829 or email: catherine.gallagher@dcu.ie

View full programme details, including fees and closing dates for application, at www.dcu.ie/dc954

To apply for this programme, visit the Postgraduate Applications Centre (PAC) at www.pac.ie to complete an online application.

Professional Doctoral Programme

The Professional Doctoral Programme (PDP), which is the first of its kind in Ireland, combines scholarly academic theory-building with professional practice at the highest level. The programme is designed for professionals in senior management roles seeking to develop their careers and contribute to knowledge of management practice through research. The focus of the programme is on the generation and development of novel applied knowledge through the completion of a doctoral thesis. The programme can offer supervision in a wide range of topics within all the core business disciplines including finance, marketing, entrepreneurship, human resource management, organisational behaviour and strategic management.

Successful completion of the programme leads to the award of the DBA (Doctor of Business Administration).



Entry Requirements

The minimum entry requirement for the programme is the possession of a second class Masters degree (or equivalent) in a discipline relevant to the applicant's proposed research topic. In addition, candidates must hold or have held a position involving managerial responsibility for at least four years. In exceptional circumstances the Programme Board may make appropriate recommendations for applicants who do not fully meet these criteria.

The Professional Doctoral Programme is a research based programme that seeks to change fundamentally the way in which organisations and communities operate. For this reason, it is vital that applicants have the full support of their organisation for the research they propose to undertake.

Aims and Objectives

The PDP affords senior managers the opportunity to undertake research on issues and problems of direct relevance to their own professional interests and organisational requirements. This research is transformational. Participants will be challenged to change managerial practice, including their own, as well as to understand it. The programme prepares participants for advanced professional leadership by enhancing reflective practice skills, by extending the breadth and depth of their specialist knowledge, and by developing their research skills.

Programme Structure and Content

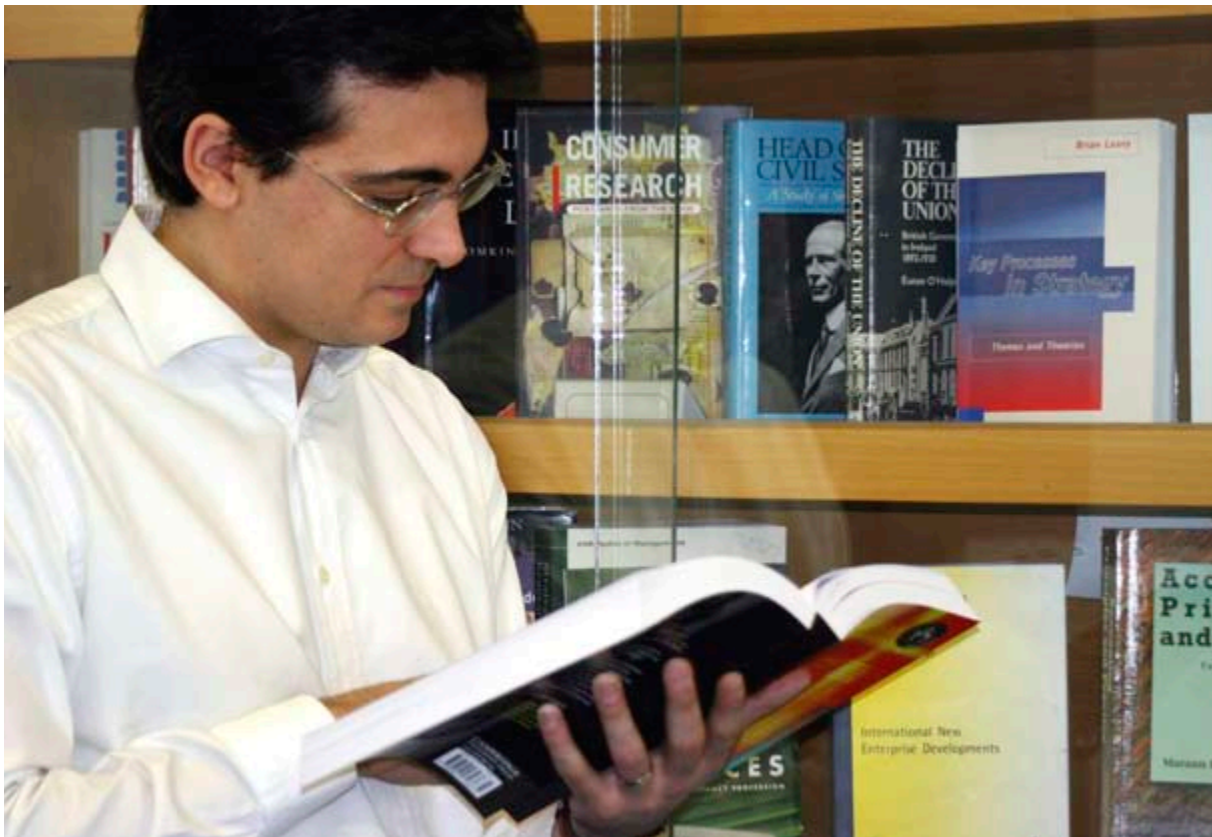
The programme is divided into two phases, taken in parallel: the taught phase and the research phase. In the taught phase, participants undertake course work, which will aid them in the process of refining and developing their research. In the research phase, participants complete their doctoral thesis guided by an academic supervisor.

The Taught Phase

The taught phase is of two years duration, during which participants take five modules. These modules aim to develop advanced specialist academic knowledge, to refine intellectual enquiry, to explore professional practice and to develop a range of practical research skills. The modules are delivered in block format in workshops of 2-3 days duration. Each workshop will run from 8.30am to 4.30pm.

The Research Phase

In this phase, participants engage further on the development of their research into a completed body of work, the thesis. All participants will be assigned an academic supervisor at the beginning of the programme. Supervisors will assess progress and give guidance to help the participant fulfil the requirements for successful completion of the thesis. Participants will present their research to date, every six months, to a Review Board.



Career Prospects

Professional doctorates have proven especially attractive to individuals who view their own personal development and academic ambition as fully integrated with their professional development and who have a commitment to furthering the cause of their profession. As such, the programme will appeal to individuals who view themselves as leaders within their professional community.

The Professional Doctoral Programme emphasises action-oriented leadership and organisational and professional development. Upon successful completion of the programme, participants will have a portfolio of personal transferable competencies appropriate for organisational leadership. For those whose goal is to move into top executive positions, the doctoral qualification is a significant differentiator. It confers distinct advantage on the holder.

For those who are already at the executive level and wish to orient their careers towards a management consultancy role, the programme offers a unique opportunity to develop further the requisite skills and acumen necessary for success in this field.

Contact Details

Enquiries should be directed to
Dr Siobhain McGovern on Tel: +353 (0)1 700 5596
or email: siobhan.mcGovern@dcu.ie

**View full programme details, including fees
and application procedures, at
http://www.dcu.ie/dcubs/prof_doctoral_prog.shtml**

“Joining the DCU Doctoral Programme has been one of the best decisions I’ve ever made. Of course, it’s intellectually stimulating and, of course, you get to learn by spending time with plenty of smart people at the top of their game – both on the lecturing side and among your fellow students. But what I’ve enjoyed most about it is that it continues to force me to a better level of reflection about what I do in marketing and how I go about it. It has made me think more deeply about my professional practice and it has given me many fresh insights that I have found quite liberating and I believe enhance my effectiveness for my organisation. I think the other great strength of the programme is that you are supported throughout by a strong faculty who seem just as committed to your success as you are.”

Peter Robbins, Director of Innovation Excellence, GSK Future Group (Global Brands)

CEP Management Development Programmes

Preparing you for Future Challenges and Opportunities

In the current complex and challenging environment in which organisations operate, managers and leaders must successfully balance a number of often competing demands. While focussing on operational sustainability is crucial in the current climate, managers must also think strategically about future challenges and opportunities to support potential growth and development. These apparently conflicting demands require managers to become agile self-directed executives dealing with internal and external contingencies.

To facilitate organisations in meeting the management development needs posed by the challenges described above, DCUBS Centre for Executive Programmes has carefully designed and developed a number of specialised management development programmes. Some of these programmes involve a number of interlinked and integrated modules of a specific time span; however, most modules can be delivered as stand alone units that are customised and contextualised to meet the needs of each organisation.

Each module or learning set can be accredited to fit the National Framework for Qualifications thus becoming a building block toward a higher qualification.

Small Class Size for Optimum Learning

Experience and research suggest that optimal learning can be achieved in programmes with between 15 and 25 participants. It is our experience that classes of this size are ideal for the participation and interaction that we encourage on our programmes, thereby enhancing the learning experience and adding value to the organisation.

Internationally Recognised Teaching Expertise

The Centre for Executive Programmes draws on the teaching expertise of faculty who are recognised internationally. Module leaders include academics, researchers and practitioners with a wealth of experience, both in an Irish and an international context.

Backed by Dedicated Support Service

All management development CEP programmes are delivered in our specially designed facility on the third floor of DCU Business School. This facility is used primarily for programmes for post experience participants. In addition to an academically robust programme, we provide a dedicated support service for organisations and their participants. All programme materials, catering and car parking are provided as part of our service.



MANAGEMENT DEVELOPMENT PROGRAMMES

- Developing Managers
- Managing the Professional Service Firm
- Developing Leaders
- Finance for Non-Finance Specialists
- Introduction to Public Procurement
- Conflict Resolution
- Understanding Public Private Partnerships
- Development for Human Resource Managers
- Risk Management
- Contingency Management
- Master Classes for Masters Graduates

The Centre for Executive Programmes is unique in possessing a dedicated programme development team, who work in partnership with clients to customise and develop innovative and distinctive learning solutions.



Tailored to suit your Business Needs

The distinguishing feature of our programmes is the tailoring of content to match the development needs of the client organisation and their nominees on the programme. We view executive education initiatives as a learning and development partnership between the Centre for Executive Programmes and the client organisation. This is achieved as follows:

- each module will be founded on rigorous theoretical and evidence based knowledge
- new concepts, models, up-to-date research and transferrable tools and insights are delivered
- the focus of assignments and assessment outputs are chosen in partnership by the programme participants/their organisation, in discussion with the academic staff. The objective is to contribute to organisational development as well as participant learning

- sector specific specialists are introduced as appropriate, but we ensure that participants obtain an understanding of a wide range of other sectors and practices, which they may be able to apply to their own areas of activity
- we encourage participants to focus on their own individual development, within the context of their existing and desired future responsibilities and progression
- we encourage the operation of a mentoring system between the participants and senior personnel within the sponsoring organisation

The learning processes used on our programmes are highly interactive with a strong emphasis on teamwork to accelerate learning and to develop the team based and personal skills of the participants.

Contact Us

If your organisation or sector is interested in further information, please feel free to contact us at Tel: +353 (0)1 700 8915 or email: bernadette.mcculloch@dcu.ie

Developing Managers

This programme has been designed to assist organisations in developing employees who have the potential to add value and make a positive contribution to the organisation. It enhances the skills of those who participate and provides a reservoir of talent for organisations to draw on when considering future key roles. The programme is delivered over a 12 month period and is divided into nine two-day blocks with each block covering a particular theme. It features an integrated assignment undertaken from the start of the programme. This assignment is identified by the sponsoring organisation in order that the organisation will benefit from the transfer of learning back to the workplace.

The module themes are as follows:

- Understanding Organisations
- The Economic Environment
- Customer Service and Managing your Brand
- The Strategy Context
- The Role of Finance in the Organisation
- The Human Resource Management Function
- Managing Operations and Processes
- Managing Change
- Presentation of Assignments



Managing the Professional Service Firm

This specialist programme has been designed for professionals i.e. architects, lawyers, engineers, surveyors, doctors, and other professionals who have all of the technical skills necessary to succeed in their chosen field, but who need to acquire business know-how and

management skills in order to run their firms effectively and efficiently. The programme is divided into four themes: Targeting the Market, Structuring the Business, Managing People, and Managing the Operation. It comprises a series of 12 one-day workshops run over a period of 12 months. The programme is customised to suit the particular organisation/profession.

Indicative content for the programme is as follows:

Theme	Topic
■ Targeting the Market	■ Strategy
	■ CRM and Brand Management
■ Structuring the Business	■ Finance
	■ Managing the Money
	■ Taxation
	■ Law
■ Managing People	■ Behaviour in Organisations
	■ Human Resource Management
	■ Communication Skills
■ Managing the Operation	■ Business Processes
	■ IT
	■ Physical Resources

Developing Leaders

This programme introduces participants to new conceptual frameworks and skills that they can utilise to exercise flexible and transformational leadership in changing economic and competitive environments. It enables participants to develop personal, interpersonal, organisational and strategic level competencies, which are the hallmark of future-oriented transformational leaders. The programme is delivered in six two-day workshops over a nine month period. These workshops are customised to meet the needs of the particular organisation. Best practice principles that facilitate transfer of learning back to the workplace are an integral part of the programme.

Indicative content for these workshops is as follows:

- The Challenges of Management
- Understanding the Competitive Landscape
- Leadership and Organisational Behaviour
- Marketing and Customer Relationship Management
- Finance for Non-Finance Managers
- Teamworking and Managing High Performance



Finance for Non-Finance Specialists

This programme has been developed for managers and executives who come from a non-financial background, but who have responsibility for budgets, purchasing, resources, etc. It aims to equip such professionals with the necessary financial skills to assist them in running their area of responsibility in a more effective and efficient manner, and to enhance their decision making skills. The programme is delivered over 10 full day sessions (8.30am to 4.30pm) on one day per month.

Indicative topics covered are as follows:

- Risk Management
- Accounting in Context
- Introduction to Budget-Setting
- Monitoring Performance
- Understanding Financial Statements
- Financial Control Systems
- Evaluation of Tenders
- Capital Budgeting and Management
- Resource Management
- Governance

The above topics can be amended to suit the needs of a particular organisation.

Introduction to Public Procurement

This one-day course is designed to inform staff and to give them an understanding of how the EU Directives and Irish legislation affect the procurement of products and services in the Public Sector.

Indicative course content is as follows:

- The Procurement Process
- Internal Policies and Procedures
 - Purchase Approval
 - Roles and responsibility of the budget holder, client, user, technical evaluator, and purchaser
 - Ethics in procurement
- Thresholds
- Tendering under EU procurement directives
- The procedures (e.g. open, restricted, negotiated, competitive dialogue)
- Managing the tendering process
- Receipt of tenders, opening of tenders, and evaluation of tenders
- Award Criteria: criteria weightings/scoring matrix
- Awarding contracts (notifications, documentation)
- Debriefing (feedback)
- Contract management and administration
- EU notices
- PINs, tender notice and award notice
- Standstill period
- Public procurement directives
 - Framework Agreements
 - Public Private Partnerships
- Competitive dialogue and changes to procedures

Conflict Resolution

This programme aims to give participants an understanding of the dynamics of interpersonal conflict, with particular emphasis on diagnosis and resolution. By the end of this three-day programme, participants will possess insights into the nature of organisational and interpersonal conflict, and they will be equipped to diagnose causes and develop strategies to manage conflict situations effectively.

Indicative content is as follows:

- Strategies for Managing Conflict
- Negotiation Skills
- Inter-Group Conflicts
- Causes and Outcomes
- Influences on Conflict Management Style
- Role of Mediators

Understanding Public Private Partnerships

This innovative programme has been designed to introduce participants to leading-edge thinking in the area of Public Private Partnerships. Its objective is to develop in participants a strategic orientation to Public Private Partnerships, not just an operational one, as these projects tend to be of a long-term nature. The programme is run typically as 10 full-day sessions (8.30am to 4.30pm) on one day every second week. The specific day and time can be agreed to suit the needs of participants and their organisation.

Indicative content for this programme is as follows:

Delivery Days Required	Module Title
1	■ PPP Concepts, Rationale and Contractual Options
3	■ The Procurement Process
2	■ Project Appraisal and Feasibility Studies
1	■ Communications and Stakeholder Relations
2	■ Project Finance and Risk Analysis
1	■ Contract Management, Monitoring and Evaluation

Development for Human Resource Managers

This targeted programme has been designed to assist HR Managers in their career development. It will also facilitate them to become more effective in their roles and to keep up-to-date with current trends in human resource management. The programme is delivered in 10 full day sessions on one day per month. The particular day can be agreed to suit the needs of the client organisation.

Each day has been designed as a stand alone workshop and any workshop or series of workshops can be delivered if the organisation believes that specific topics best meet its requirements.

The workshops address the following themes:

- Understanding Work in Our Lives
- Balancing Work and Non-Work Domains
- Becoming the Reflective Manager
- Effective Team Working
- Understanding and Fostering Work Motivation
- The Leader-Manager
- Managing Change
- Conflict Management
- Creative Problem Solving and Decision Making
- Career Management

Risk Management

This one-day programme provides senior managers with a general understanding of the concepts of risk and risk management. It enables such individuals to outline a method for establishing and maintaining a practical organisation-wide approach to managing risk. The programme also describes the techniques that can be employed in developing a structured and systematic approach to identifying, assessing and managing risks.

Indicative content is as follows:

- An Introduction to Risk Management
- The Risk Management Process
- A Framework for Managing Risk
- Reputation Risk and Crisis Management



Contingency Management

The dynamic nature of business makes it difficult for organisations to predict what the next challenge will be. Given this inherent uncertainty, this programme aims to help managers to prepare their organisations for any crises that might arise. While crises, by their very nature, are unexpected and unique, it is vital that organisations make every effort to prepare a crisis management strategy and business continuity plans.

This programme is delivered typically in two one-day units, as follows:

- **Organisational Crisis Management**
This unit provides an overview of major incident/ crisis management, exploring the key elements of risk management, mitigation, planning and preparedness, and response and recovery.
- **Business Continuity Management**
This unit focuses on implementing effective Business Continuity Management. Particular emphasis is placed on the British Standard Business Continuity Management (BS25999) and the BCM Lifecycle including: BCM programme management; understanding the organisation; determining BC strategy; developing and implementing a BCM response; exercising, maintaining and reviewing BCM arrangements; and embedding BCM in the organisation's culture.

Courses can be tailored for organisations in both the public and private sector. Alternatively, clients may elect to undertake just one of the units outlined above.

Master Classes for Masters Graduates

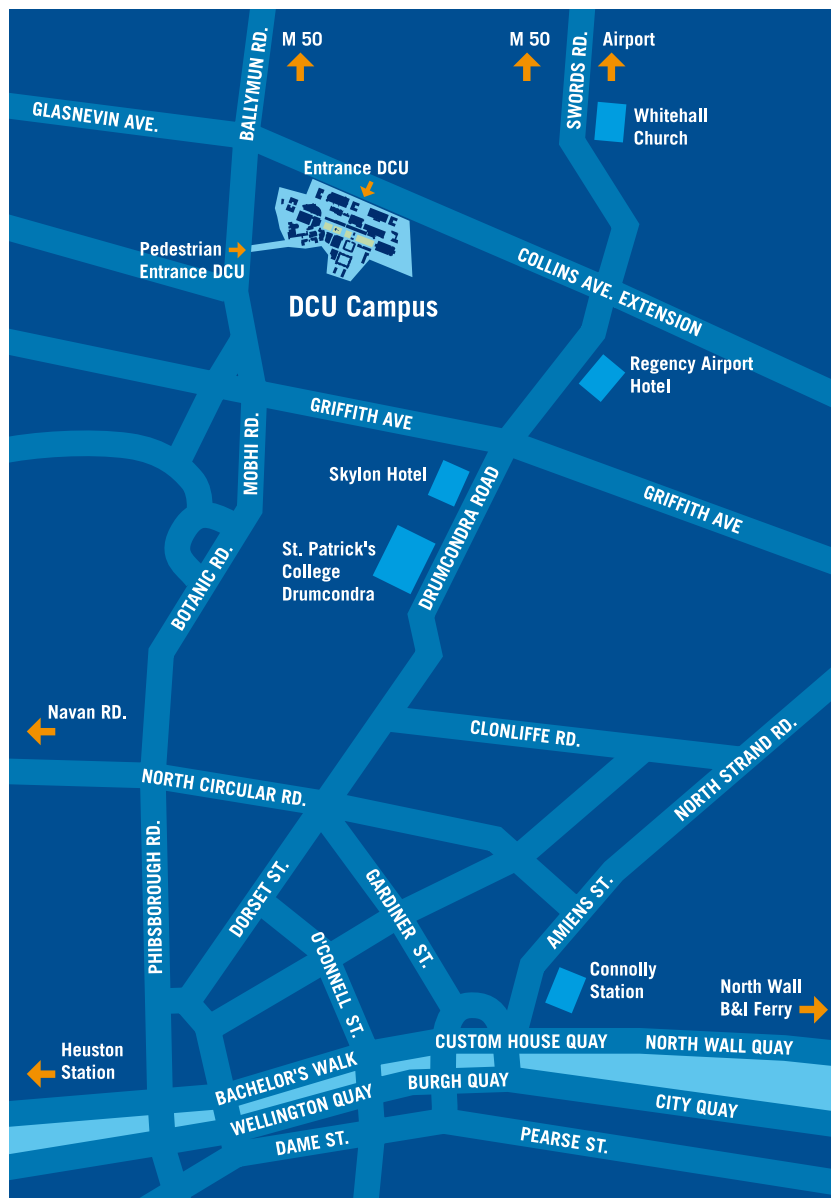
This programme has been developed for Senior and Middle Managers who have attained a Masters-level qualification in business and who wish to update their skills, be introduced to new management theories, and learn of the best practices to meet the challenges of the global economy.

To survive in an increasingly demanding marketplace, managers must be equipped with the skills required to address new challenges and to ultimately ensure that their organisation realises its strategic vision and succeeds in its objectives. This programme provides opportunities to review new case study material and for participants to evaluate current strategic, organisational and personal goals. A highly interactive learning environment will facilitate participants in sharing their experiences with like-minded people.

The programme is delivered over a two-day period and covers topics such as:

- Corporate Strategy
- Corporate Transformation and Renewal
- Electronic Commerce
- Knowledge Management
- Human Resource Development
- Change Management
- Marketing
- Self Development
- Pertinent Economic Factors

Location and Transport Links



Dublin City University is located in the northern suburbs of Dublin on an 85-acre campus. It is near both Dublin Airport and the M50 motorway and is convenient to a number of bus services. The main entrance is from Collins Avenue Extension.

TRAVELLING BY PUBLIC TRANSPORT: DCU is just 15 minutes by bus from Dublin city centre. There are direct buses to many suburbs, and there are frequent bus links to the DART at Killester Station and Clontarf Station, and to the Maynooth train line at Drumcondra Station. Bus routes serving DCU include: **3, 4, 11, 11A, 11B, 13, 13A, 17A, 19A, 46X, 103** and **105**.

TRAVELLING BY CAR: DCU is just a short drive from Dublin City Centre and is easily reached from any part of the city or surrounding areas from the **M50** and **M1** motorways.

Information about bus routes is correct at time of going to print.



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