

Strategy

Leadership

Renewal



## The Programme of Choice for Ambitious Executives

The DCU Executive MBA is a two-year part-time programme that is widely recognised as the degree of choice for rising executives with ambitions to be Senior Managers/CEOs, whatever their specialist backgrounds.

At DCU Business School we believe that the MBA should be about much more than just acquiring some useful extra tools for the management toolkit. It should also be a transformative experience at the personal level. Our experience is that graduates coming out 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.

We have 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 also contribute to their personal development and the attainment of personal goals.

*"Undertaking the DCU MBA programme was one of the smartest decisions I have made in my career. It armed me with the skills, business insight and organisational discipline that have made me a better leader. I would not hesitate in recommending the DCU MBA Programme."*

**James Sweetman, Executive Coach, Trainer, Speaker and Author.**

## DCU MBA Candidates

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. Participants are typically drawn from a variety of industry sectors, including financial services, manufacturing and technology, as well as the public and not-for-profit sectors.



*"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.**

## The MBA Programme

### Programme 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 structured and unstructured 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 undefined and unfamiliar contexts, to appraise, evaluate and prioritise between alternative courses of action, and to exercise judgement in assessing complex organisational and strategic problems.
- The skill to draw upon the specific personal, managerial and organisational tools and techniques to address both specific and imprecise problems, and the ability to draw on their own and others' experiences of management practice.
- 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 to professional and lay audiences.

## 10 Key Features of the DCU MBA

### 1. ACCREDITED AND INTERNATIONALLY RECOGNISED

DCU's Executive MBA is accredited by the *Association of MBAs (AMBA)*, which assesses the quality of MBA programmes worldwide.

Leading national and multinational firms in Ireland have consistently supported employees on the programme.

### 2. DEVELOPS LEADERSHIP CAPABILITIES

The DCU MBA offers a unique set of practical leadership development skills.

The MBA begins with an intensive two-day 'Team Building Event'. This is followed by extensive team work and a reflective diary is kept on the team journey throughout the programme.

The programme also includes an extended action-based leadership development exercise that links in to the classroom and the workplace.

### 3. OFFERS FLEXIBLE DELIVERY

Candidates can choose to study one day per week (from 2pm through to 9.15pm) or 3 full consecutive days per month (typically Thursday, Friday and Saturday). DCU provides extensive online supports for students.

### 4. SMALL CLASS SIZES FACILITATE A COLLABORATIVE AND PARTICIPATIVE LEARNING ENVIRONMENT

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

### 5. ACADEMICALLY RIGOROUS

The DCU MBA programme offers a strong core curriculum with an overarching emphasis on strategy, leadership and renewal, which examines the implications of management theories for the understanding of senior management roles and responsibilities along with detailed specialist knowledge, informed by current management research in functional aspects of business such as: accounting, business operations, finance, human resources, information systems, law, and marketing.

### 6. DELIVERED BY NATIONAL AND INTERNATIONAL TEACHING FACULTY

The teaching faculty on the MBA are recognised as experts in their fields. MBA modules are delivered by DCU Business School faculty, by visiting international faculty, and by industry practitioners.

### 7. INTERNATIONAL IN ITS ORIENTATION

There is an option to participate in an international week to Boston in the first semester of second year. In recent years this has included a workshop on Leadership at Harvard, classes with MBA students at Boston's Northeastern University and company visits.

### 8. 'LINKED-IN'

The DCU experience includes opportunities to connect to business leaders and managers in Ireland. The MBA includes guest lectures each semester from leading Business Leaders. The MBA also

offers opportunities to meet and link in with current students and alumni.

### 9. A 'HOLISTIC' APPROACH TO LEARNING

Optional seminars to assist with work/life balance will be delivered by the teaching faculty of DCU's School of Health and Human Performance and by experts from DCU Sports Centre. These seminars will be offered over the two years of the MBA.

Membership of the DCU Sports Centre for the two years of the MBA includes use of the state-of-the-art fitness centre, 25 metre swimming pool with spa facilities, sports arena, and fitness classes. There is also access to experts on nutrition and exercise.

### 10. FACILITIES, SERVICE AND SUPPORT THAT IS 'HIGHLY RATED' BY OUR STUDENTS

The MBA is delivered in a new customised teaching and study facility in DCU Business School. We offer a dedicated service from the Centre for Executive Programme's Administrative Team, led by Bernadette McCulloch.

The DCU MBA has a dedicated Academic Programme Director, Professor Colm O'Gorman.



## Programme Structure

### Year One: Laying the Foundations

The programme begins with an intensive two-day 'Team Building Event'. The two semesters of the first year of the DCU MBA develop an understanding of the range of foundation disciplines and their potential contribution to business leadership and organisational effectiveness. Students will engage in a range of assignments and assessments. Towards the end of the first year students begin an extensive exercise in personal development that continues over the second year of the programme.

### Year Two: Thematic Approach

The second year adopts a thematic, integrated approach, which focuses more specifically 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.

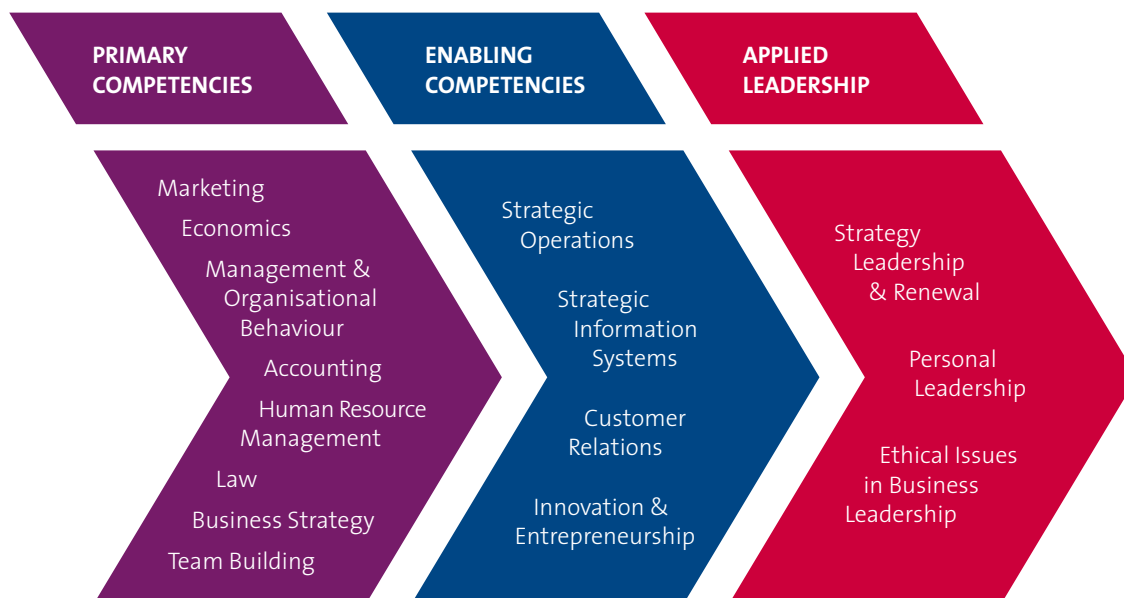
### Final Semester: The Capstone

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 MBA was extremely well delivered and helped me improve in the softer skills areas such as team working, networking, presentation delivery, in addition to providing the requisite technical knowledge in the core subject areas."*

**Colm Reynolds, PPP Commercial Manager of Dart Underground Project, Irish Rail.**

## The MBA Journey



The **Personal Leadership module** runs from the end of first year to the end of second year. This module is a significant personal development process that is facilitated and delivered in association with our Faculty colleagues in our partner institution in Northeastern University in Boston.

### Healthy Mind, Healthy Body

We have linked up with DCU Sports Centre and DCU School of Health and Human Performance to provide a unique feature in our programme. We believe this will assist our students in achieving their desired work/life balance, not just during the MBA programme but also into the future.

DCU School of Health and Human Performance has an international reputation for its teaching and expertise. Faculty from this School, 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. This is a state-of-the-art sports facility that includes a gym, swimming pool, sports arena and specialist classes. Students can opt to have a personal plan developed by DCU Sports Centre experts.

### International Week

Our International Week to Boston takes place in the first semester of second year. It involves classes with EMBA students in Northeastern University. The week 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 Classroom Learning Experience

Our DCU MBA is committed to an active, interactive and participative learning experience that is facilitated by our Faculty.

The MBA seeks to engage participants in high level strategic analysis and to assist them in developing the personal attributes critical to leadership success. To this end, we believe that the classroom and wider learning experience must be inculcated by a spirit of inquiry, group learning, and active engagement and participation by all MBA participants. We seek to maximise peer-to-peer learning.

To achieve this learning, we believe that classes must have small numbers of students. 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.

## Flexible Programme Delivery

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 2pm to 9.15pm, or students may attend the programme on a block release basis when classes are delivered three (8 hour) days per month (typically a 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 DCU Environment

The DCU MBA programme is delivered in the new purpose-built executive education facility housed in DCU Business School. This facility has been customised 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.

*"During the first year of my MBA I was promoted to Managing Director within my company. I would not have handled the transition as well as I did without the MBA. The topics covered were always salient to my job as MD. It is clear to me that a lot of thought has gone into the structure of the programme."*

**Rob Cowan, Managing Director, Aviareto Ltd.**

*"Completing the MBA programme in DCU gave me the confidence and skills required to achieve my goals. The warm and yet challenging atmosphere created by the lecturers and support staff was second to none and they were always on hand to help and encourage."*

**Niall Black, MBA 2008, Partner, Blacks Garden Centre.**

The award-winning *John and Aileen O'Reilly Library* is a modern study facility with private study space, collaborative study rooms, and an extensive collection of business books and journals. MBA 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.

DCU's modern campus offers excellent student facilities, which include four restaurants, The Hub student centre, The Helix performing arts centre, a world-class sports complex, retail outlets and banking facilities. The entire DCU campus is wireless enabled.

## MBA Support Services

The MBA is an intensive learning experience and a significant commitment for part-time students. During the two-year programme, MBA students are supported by the Administrative Team in The Centre for Executive Programmes. This team is very experienced in dealing with the needs of managers who are working full-time and attending our programme on a part-time basis. They deliver 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.

Academic direction is the responsibility of the academic teaching staff and the programme director.

## Getting to DCU

### By car

DCU is very convenient to the M50 and the M1 motorways and to Dublin City Centre. There is a multi storey car park on campus.

### By bus

Buses that stop close to the campus include **3, 4, 11, 13, 16, 17A, 33** and **41**.

### By rail

Drumcondra Railway Station is close to DCU. The **17A** bus links DCU with Howth Junction Dart Station, while the **103** and **104** bus routes operate via Clontarf Dart Station.





## Applications

### Entry Requirements

Candidates must possess:

- A primary degree at second class honours level or higher, 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).

*"I chose to attend the DCU Executive MBA based on positive word-of-mouth and on the flexible class schedules that suited my work hours. Throughout the two-year course I learned at a fast rate due to the excellent mix of practical and theoretical content, individual and team activities, and the diverse business and cultural backgrounds of my classmates. As a result of the MBA I have a very different and enhanced perspective on my management role and on the business world in general."*

**Brian Evans, Test Engineering Manager,  
Hewlett-Packard (Manufacturing) Limited.**

### Applications

To apply for our MBA visit the Postgraduate Applications Centre (PAC) at [www.pac.ie](http://www.pac.ie) and complete an online application.

- The PAC Code for the Block Release Option is DC950.
- The PAC Code for the One-Day-A-Week Option is DC951.

See [www.dcu.ie/dcubs](http://www.dcu.ie/dcubs) for closing dates for application.

### Fees

See [www.dcu.ie/dcubs](http://www.dcu.ie/dcubs) for current fees.

## Enquiries

We believe that the DCU MBA is a life-transforming experience for participants. We encourage you to contact us for further information or to visit us at DCU. If you would like an informal discussion on how the DCU MBA might fit with your career, or if you need any further information about our MBA programme, please contact:

**Bernadette McCulloch**

**Head of Operations**

DCUBS Centre for Executive Programmes

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