CERTIFICATE OF VALIDATION

Extension #1

Provider Name	Dublin Business School
Date of Validation	12-Sep-19

	First intake	Last intake	Intakes per annum
Enrolment Interval	Sep-19	Aug-25	2

	Code	Title	Award	Duration (Months)	Intakes per annum
Principal Programme	PG24225	Master of Science in Management Practice	Master of Science (Major Award at NFQ Level 9) 9M20827 90 credits	1 year FT 2 years PT	2
Embedded Programmes	PG24226	Postgraduate Diploma in Science in Management Practice	Postgraduate Diploma in Science (Major Award at NFQ Level 9) 9M20828 60 Credits	1 year FT 2 years PT	Exit

Principal Programme

5 Year Plan: Planned total enrolment i.e. aggregated across all intakes and all approved centres

	Year 1	Year 2	Year 3	Year 4	Year 5
Minimum Intake into first year	10				
Maximum Intake into first year	100				

Target Learner groups	This programme is aimed at learners with a second class second division honours bachelor degree in any subject area who wish to specialise in the field of management with a view to entering industry or moving to a management level. It will also be of interest to learners who have completed their undergraduate degree in business and wish to specialise in this area. An equivalent professional qualification such as ACCA or CIMA will also be considered for entry. On completion of this programme, learners will have the management skills necessary to move into various management roles in industry. They will gain an understanding of key management issues, how to apply innovative management processes and techniques, and how to critically evaluate and deploy a range of management tools and models in strategic decision-making in an organisation. Learners will also gain competencies in general management practices. Through the assignments and projects as part of the assessment criteria, learners will develop independent research and problem-solving skills which will be valuable in a variety of contexts in the workplace.
Brief Synopsis of the programmes	Management is no longer the purview of the few at the top of an organisation. With organisations increasingly becoming flatter and adopting a more matrix structure, the ability to manage has become a key attribute at all levels of an organisation. This Master of Science in Management Practice has been developed with the aim of providing learners with the knowledge, skills and research capability to critically analyse, implement and evaluate management concepts and techniques in order to generate valuable insights at all levels of the organisation, thereby assisting with strategic business decisions and increasing productivity, profitability and organisational value. This is an interdisciplinary programme that focuses on business management and is, therefore, designed to appeal to graduates seeking to gain exposure to the knowledge, skills and techniques that will allow them to successfully manage in any applied professional business context. The programme is constructed as a one year full-time or two year part-time programme of 90 ECTS which is comprised of ten taught modules of 65 ECTS and a Dissertation or Applied Research

	Project of 25 ECTS, leading to an award of a Master of Science in Management Practice.
Delivery mode: full-time / part-time	Full-time and part-time
Teaching and Learning Modes	- Case-based learning - Practical skills workshops - Tutorials - Classroom Lectures - Guest Lectures delivered by practitioners - Student presentations - Individual and Group Work - Online synchronous and asynchronous learning
Approved countries	Ireland
Physical resource requirements	Lecture rooms with multimedia and physical resources suitable for working in groups and offering the potential for differentiated teaching and learning. Classroom / computer room with requisite (non-specialist) software required for the delivery of the programme are detailed in each of the module descriptors and also in Section 8.

Staff Profiles

Qualifications and Experience	WTE
Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters in the following areas: Business, Human Resource Management, Economics and/or Finance, Management, Marketing, ICT, Project Management, Research Methods (quantitative and qualitative)	1.02
In modules where industry experience is desirable, holders of Level 8 honours degrees in the above disciplines, who are exceptionally qualified by virtue of significant senior industry experience may also be considered.	

Approved Centres

Centre	Minimum Number of learners per intake per Centre	Maximum Number of learners per intake per Centre
DBS: Dublin Campus	10	50

Learner Teacher Ratios

Learning Activity	Ratio
Workshops	1:25
Practical sessions	1:25
Online tutorial (interactive)	
Online class (live)	1:50
Classroom sessions	1:50

Programme being replaced by this programme

Prog Code	Programme Title	Validated	To Close
PG19603	MASTER OF SCIENCE in Management Practice	20-Jun-18	

Embedded Programme

Code	Title	Award	Duration (Months)	Annual Intakes
PG24226	Postgraduate Diploma in Science in Management Practice	Postgraduate Diploma in Science 9M20828 60 credits	1 year FT 2 years PT	Exit

5 Year Plan: Planned total enrolment i.e. aggregated across all intakes and all approved centres					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Minimum Intake into first year	0				
Maximum Intake into first year	0				

Target Learner groups	This programme is an embedded programme in the Master of Science in Management Practice. This award comprises 60 ECTS, which is all the taught modules (65 ECTS), minus the 5 ECTS for Research Methods. This is an exit award. It is aimed at learners with a second class second division (2.2) honours bachelor degree in any subject area who wish to specialise in the field of management with a view to entering industry or moving to a management level. It will also be of interest to learners who have completed their undergraduate degree in business and wish to specialise in this area. An equivalent professional qualification such as ACCA or CIMA will also be considered for entry. On completion of this programme, learners will have the management skills necessary to move into various management roles in industry. They will gain an understanding of key management issues, how to apply innovative management processes and techniques, and how to critically evaluate and deploy a range of management tools and models in strategic decision-making in an organisation. Learners will also gain competencies in general management practices. Through the assignments and projects as part of the assessment criteria, learners will develop independent research and problem-solving skills which will be valuable in a variety of contexts in the workplace.
Brief Synopsis of the programmes	Management is no longer the purview of the few at the top of an organisation. With organisations increasingly becoming flatter and adopting a more matrix structure, the ability to manage has become a key attribute at all levels of an organisation. The Master of Science in Management Practice has been developed with the aim of providing learners with the knowledge, skills and research capability to critically analyse, implement and evaluate management concepts and techniques in order to generate valuable insights at all levels of the organisation, thereby assisting with strategic business decisions and increasing productivity, profitability and organisational value. This is an embedded interdisciplinary programme that focuses on business management and is, therefore, designed to appeal to graduates seeking to gain exposure to the knowledge, skills and techniques that will allow them to successfully manage in any applied professional business context. The programme is constructed as a one year full-time or two year part-time programme of nine taught modules of 60 ECTS. The duration of the Postgraduate Diploma is a two twelve-week semesters in full-time mode and four twelve-week semesters part-time.
Delivery mode: full-time / part-time	Full-time and part-time
Teaching and Learning Modes	- Case-based learning - Practical skills workshops - Tutorials - Classroom lectures - Guest Lectures delivered by practitioners - Student presentations - Individual and group work - Online synchronous and asynchronous learning

Approved countries where enrolled learners will be based	Ireland

Physical resource requirements	Lecture rooms with multimedia and physical resources suitable for working in groups and offering the potential for differentiated teaching and learning. Classroom / computer room with requisite (non-specialist) software required for the delivery of the programme are detailed in each of the module descriptors and also in Section 8.

Staff Profiles

Qualifications and Experience	**WTE**
Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or in the following areas: Business, Human Resource Management, Economics and/or Finance, Management, Marketing, ICT, Project Management, Research Methods (quantitative and qualitative)	1.02
In modules where industry experience is desirable, holders of level 8 honours degrees in the above disciplines, who are exceptionally qualified by virtue of significant senior industry experience may also be considered.	

Approved Centres

Centre	Minimum Number of learners per intake per Centre	Maximum Number of learners per intake per Centre
DBS: Dublin Campus	0	0

Learner Teacher Ratios

Learning Activity	**Ratio**
Workshops	1:25
Practical sessions	1:25
Online tutorial (interactive)	1:25
Online class (live)	1:50
Classroom sessions	1:50

Programme being replaced by this programme

Prog Code	Programme Title	Validated	To Close
na	n/a		

Conditions of Validation of the Programmes Covered by this Certificate of Validation

Part 1: Statutory Conditions of Validation

The statutory (section 45(3) of the 2012 Act) conditions of validation are that the provider of the programme shall:

1. co-operate with and assist QQI in the performance of QQI's functions in so far as those functions relate to the functions of the provider,
2. establish procedures which are fair and consistent for the assessment of enrolled learners to ensure the standards of knowledge, skill or competence determined by QQI under section 49 (1) are acquired, and where appropriate, demonstrated, by enrolled learners,
3. continue to comply with section 65 of the 2012 Act in respect of arrangements for the protection of enrolled learners, if applicable, and
4. provide to QQI such information as QQI may from time to time require for the purposes of the performance of its functions, including information in respect of completion rates.

Part 2 Conditions of Validation Established by QQI Under section 45(4)(b) of the 2012 Act)

Part 2.1 Condition of Validation Concerning a Change in the QQI Award or Award Standard

1. Where QQI changes an award title, an award specification or an award standard that a programme depends upon, the provider shall not enrol any further learners on the affected programmes unless informed otherwise in writing by QQI (e.g. by the issue of a revised certificate of validation). The programme is considered validated for learners already enrolled on the affected programme.

Part 2.2 Condition of Validation Concerning the Duration of Enrolment

1. The duration of enrolment is the interval during which learners may be enrolled on the validated programme.

Validation is determined by QQI for a specified number of years of enrolment appropriate to the particular programme as indicated on the certificate on validation subject to unit 9.2.1. It is a condition of validation that the programme does not enrol any new learners outside this interval. A typical duration would be five years.

If a provider wishes to continue to enrol learners to the programme beyond this interval the provider must arrange in good time for it to be validated again by QQI, or exceptionally the provider may apply for extension of the duration of enrolment (unit (14)). In this context the provider may apply for validation of the programme from first principles or, alternatively, the provider may avail of the process for revalidation (unit (13)) by QQI.

Part 2.3 General Condition of Validation

The provider of the programme shall:

1. Ensure that the programme as implemented does not differ in a material way from the programme as validated; differing in a material way is defined as differing in any aspect of the programme or its implementation that was material to QQI's validation criteria.
2. Ensure that the programme is provided with the appropriate staff and physical resources as validated.
3. Implement in respect of the programme its written quality assurance procedures (as approved by QQI).
4. Make no significant change to the programme without the prior approval of QQI. (See unit (8)).
5. Unless otherwise agreed by QQI in writing, start implementing the programme as validated and enrol learners within 18 months of validation.

6.Continue in respect of the validated programme to comply with section 56 of the 2012 Act in respect of procedures for access, transfer and progression.

7.Implement the programme and procedures for assessment of learners in accordance with the Approved Programme Schedule and notify QQI in writing of any amendments to this arising from changes to the programme; see unit (9).

8.When advertising and promoting the programme and awards, use the programme title as validated, and the correct QQI award title(s), award type(s) and award class(es) indicating the level of the award(s) on the National Framework of Qualifications.

9.Adhere to QQI regulations and procedures for certification.

10.Notify QQI in writing without delay of:

a. any material change to the programme;

a. anything that impacts on the integrity or reputation of the programme or the corresponding QQI awards;

b. anything that infringes the conditions of validation; or

c. anything that would be likely to cause QQI to consider reviewing the validation.

11.Notify QQI in writing to determine the implications for the provider's validated programmes, where the provider is likely to, or planning to, merge (amalgamate) with another entity or to acquire, or be acquired by, another entity (see unit (12.5)).

12.Report to QQI, when required or requested, on its implementation of the programme and compliance with the conditions of validation.

Part 2.4 General Condition of Validation Arising from Specialised Validation Policy and Criteria

1. n/a

Part 2.5 Special Conditions of Validation

1. n/a

Approved programme schedules

Name of Provider:	Dublin Business School
Programme Title	Master of Science in Management Practice
Award Title	Master of Science in Management Practice
Stage Exit Award Title[3]	Postgraduate Diploma in Science in Management Practice
Modes of Delivery (FT/PT):	Full-time
Teaching and learning modalities	As per module descriptors

Award Class[4]	Award NFQ level	Award EQF Level	Stage (1, 2, 3, 4, …, or Award Stage):	Stage NFQ Level[2]	Stage EQF Level[2]	Stage Credit (ECTS)	Date Effective	ISCED Subject code
Major	9	7	Award	9	7	60	September 2019	0413

Module Title (Up to 70 characters including spaces)	Semester no where applicable (Sem 1 or Sem 2)	Module Status	Module NFQ Level[1] where specified	Credit Number[5] Credit Units ECTS	Total Hours	Class (or equiv) Contact Hours	Directed e-learning	Hours of Independent Learning	Work-based learning effort	C.A. %	Supervised Project %	Proctored practical demonstration %	Proctored written exam %
Global Issues for Management	1	M	9	5	125	18	50	57	-	50	-	-	50
Human Capital Management and Organisational Behaviour	1	M	9	10	250	36	50	164	-	50	-	-	50
Dynamic Leadership Development	1	M	9	5	125	18	50	57	-	100	-	-	-
Managerial Financial Analysis	1	M	9	5	125	18	50	57	-	100	-	-	-
Marketing Analysis	1	M	9	5	125	18	50	57	-	100	-	-	-
Leading Change and Innovation	2	M	9	5	125	18	50	57	-	100	-	-	-
Information Systems and Project Management	2	M	9	10	250	36	50	164	-	100	-	-	-
Management Practice Seminar Series	2	M	9	5	125	18	50	57	-	100	-	-	-
Applied Strategic Management	2	M	9	10	250	36	50	164	-	100	-	-	-
Dissertation/Applied Research Project	3	M	9	25	625	12		613	-	100	-	-	-
Special Regulations	Students will not progress to Dissertation/Applied Research Project unless all taught modules have been passed i.e. 65 ECTS												

Name of Provider:	Dublin Business School
Programme Title	Master of Science in Management Practice
Award Title	Master of Science in Management Practice
Stage Exit Award Title3	Postgraduate Diploma in Science in Management Practice
Modes of Delivery (FT/PT):	Part-time
Teaching and learning modalities	As per module descriptors

Award Class[4]	Award NFQ level	Award EQF Level	Stage (1, 2, 3, 4, …, or Award Stage):	Stage NFQ Level[2]	Stage EQF Level[2]	Stage Credit (ECTS)	Date Effective	ISCED Subject code
Major	9	7	Award	9	7	60	September 2019	0413

Module Title (Up to 70 characters including spaces)	Semester no where applicable (Sem 1 or Sem 2)	Module		Credit Number[5]	Total Student Effort Module (hours)					Allocation Of Marks (from the module assessment strategy)			
		Status	NFQ Level[1] where specified	Credit Units ECTS	Total Hours	Class (or equiv) Contact Hours	Directed e-learning	Hours of Independent Learning	Work-based learning effort	C.A. %	Supervised Project %	Proctored practical demonstration %	Proctored written exam %
Global Issues for Management	1	M	9	5	125	18	50	57	-	50	-	-	50
Human Capital Management and Organisational Behaviour	1	M	9	10	250	36	50	164	-	50	-	-	50
Dynamic Leadership Development	2	M	9	5	125	18	50	57	-	100	-	-	-
Managerial Financial Analysis	2	M	9	5	125	18	50	57	-	100	-	-	-
Marketing Analysis	2	M	9	5	125	18	50	57	-	100	-	-	-
Leading Change and Innovation	3	M	9	5	125	18	50	57	-	100	-	-	-
Information Systems and Project Management	3	M	9	10	250	36	50	164	-	100	-	-	-
Management Practice Seminar Series	3	M	9	5	125	18	50	57	-	100	-	-	-
Applied Strategic Management	4	M	9	10	250	36	50	164	-	100	-	-	-
Dissertation/Applied Research Project	4	M	9	25	625	12		613	-	100	-	-	-
Special Regulations	Students will not progress to Dissertation/Applied Research Project unless all taught modules have been passed i.e. 65 ECTS												

Name of Provider:	Dublin Business School
Programme Title	Postgraduate Diploma in Management Practice
Award Title	Postgraduate Diploma in Management Practice
Stage Exit Award Title3	N/A
Modes of Delivery (FT/PT):	Full-time
Teaching and learning modalities	As per module descriptors

Award Class[4]	Award NFQ level	Award EQF Level	Stage (1, 2, 3, 4, …, or Award Stage):	Stage NFQ Level[2]	Stage EQF Level[2]	Stage Credit (ECTS)	Date Effective	ISCED Subject code
Major	9	7	Award	9	7	60	September 2019	0413

Module Title (Up to 70 characters including spaces)	Semester no where applicable (Sem 1 or Sem 2)	Module		Credit Number[5]	Total Student Effort Module (hours)					Allocation Of Marks (from the module assessment strategy)			
		Status	NFQ Level[1] where specified	Credit Units ECTS	Total Hours	Class (or equiv) Contact Hours	Directed e-learning	Hours of Independent Learning	Work-based learning effort	C.A. %	Supervised Project %	Proctored practical demonstration %	Proctored written exam %
Global Issues for Management	1	M	9	5	125	18	50	57	-	50	-	-	50
Human Capital Management and Organisational Behaviour	1	M	9	10	250	36	50	164	-	50	-	-	50
Dynamic Leadership Development	1	M	9	5	125	18	50	57	-	100	-	-	-
Managerial Financial Analysis	1	M	9	5	125	18	50	57	-	100	-	-	-
Marketing Analysis	1	M	9	5	125	18	50	57	-	100	-	-	-
Leading Change and Innovation	2	M	9	5	125	18	50	57	-	100	-	-	-
Information Systems and Project Management	2	M	9	10	250	36	50	164	-	100	-	-	-
Management Practice Seminar Series	2	M	9	5	125	18	50	57	-	100	-	-	-
Applied Strategic Management	2	M	9	10	250	36	50	164	-	100	-	-	-
Special Regulations	Learners take 30 ECTS per semester and must successfully complete 60 ECTS as detailed above for the Postgraduate Diploma (exit) award												

Name of Provider:	Dublin Business School
Programme Title	Postgraduate Diploma in Management Practice
Award Title	Postgraduate Diploma in Management Practice
Stage Exit Award Title3	N/A
Modes of Delivery (FT/PT):	Part-time
Teaching and learning modalities	As per module descriptors

Award Class[4]	Award NFQ level	Award EQF Level	Stage (1, 2, 3, 4, …, or Award Stage):	Stage NFQ Level[2]	Stage EQF Level[2]	Stage Credit (ECTS)	Date Effective	ISCED Subject code
Major	9	7	Award	9	7	60	September 2019	0413

Module Title (Up to 70 characters including spaces)	Semester no where applicable (Sem 1 or Sem 2)	Module		Credit Number[5]	Total Student Effort Module (hours)					Allocation Of Marks (from the module assessment strategy)			
		Status	NFQ Level[1] where specified	Credit Units ECTS	Total Hours	Class (or equiv) Contact Hours	Directed e-learning	Hours of Independent Learning	Work-based learning effort	C.A. %	Supervised Project %	Proctored practical demonstration %	Proctored written exam %
Global Issues for Management	1	M	9	5	125	18	50	57	-	50	-	-	50
Human Capital Management and Organisational Behaviour	1	M	9	10	250	36	50	164	-	50	-	-	50
Dynamic Leadership Development	2	M	9	5	125	18	50	57	-	100	-	-	-
Managerial Financial Analysis	2	M	9	5	125	18	50	57	-	100	-	-	-
Marketing Analysis	2	M	9	5	125	18	50	57	-	100	-	-	-
Leading Change and Innovation	3	M	9	5	125	18	50	57	-	100	-	-	-
Information Systems and Project Management	3	M	9	10	250	36	50	164	-	100	-	-	-
Management Practice Seminar Series	4	M	9	5	125	18	50	57	-	100	-	-	-
Applied Strategic Management	4	M	9	10	250	36	50	164	-	100	-	-	-
Special Regulations	Learners take 30 ECTS per semester and must successfully complete 60 ECTS as detailed above for the Postgraduate Diploma (exit) award												