

CERTIFICATE OF VALIDATION

New validation

Validation Process: **Revalidation**

Provider Name	Dublin Business School
Date of Validation	10-Jun-25

	Code	Title	Award	Exit Only
Principal Programme	PG26274	Master of Business Administration	Master of Business Administration (Masters Degree at NFQ Level 9) 9M22973 90 credits	N/A
Embedded Programme	PG26275	Postgraduate Diploma in Business	Postgraduate Diploma in Business (Postgraduate Diploma at NFQ Level 9) 9M22971 60 credits	Yes

	First Intake	Last Intake
Enrolment Interval	Sep-25	Aug-30

Principal Programme

	Full Time	Part Time	Delivery Mode: full-time / part-time
Intakes per Annum:	3	2	Full Time, Part Time
Minimum Learners per Intake:	5	5	
Maximum Learners per Intake:	1000	1000	
Duration (months)	12	24	

Target Learner Groups

The MBA is aimed at learners with any of the following entry qualifications:

- Level 8 primary undergraduate honours bachelor degree with a minimum second class second division classification (2.2) in any discipline from a recognised third level institution (or equivalent); or
- An equivalent professional qualification such as ACCA or CIMA.

English Requirements:

- International applicants whose first language is not English and who have not previously undertaken a degree taught in English must provide evidence of proficiency in English language equivalent to B2+ or above on the Common European Framework of Reference for Languages (CEFR). This must be evidenced through a recognised English Language test such as IELTS, Cambridge Certificate or DBS English Assessment. Test certificates should be dated within the last two years to be considered valid.

- GMAT examination may be required for RPL applicants who do not hold a primary undergraduate honours bachelor degree (Level 8) with a minimum of second class second division classification, or equivalent qualification.

The programme is aimed at learners who wish to specialise in business administration with a view to entering industry, to progress professionally or to undertake further business studies. Learners will achieve the business expertise to inform strategic decision-making to optimise return on investment across each department. Learners will be capable of dealing with diverse intrinsic and extrinsic business realities in a creative manner to ensure sustainability and growth. Through the research dissertation, learners will develop independent research and problem-solving skills reflective of their expansion of management competencies and contribute to their chosen field of enquiry which will be valuable in a variety of contexts in the workplace.

Brief Synopsis of the Programmes

The Master of Business Administration is a one year full-time or two year part-time programme of nine taught modules (60 ECTS) plus dissertation (30 ECTS) totalling 90 ECTS. Learners may also exit with a Postgraduate Diploma in Business Administration having successfully achieved 60 ECTS if they are unable to complete the full Master in Business Administration.

The programme is designed for managers, business innovators and leaders or those who aspire to enter managerial roles within a broad spectrum of industries. The programme is intended for learners who wish to acquire in depth knowledge of business administration, theories, concepts and practical applications to enable an analytical application of such knowledge in context to generate valuable insights. Graduates will be equipped to make high level strategic business decisions, increasing productivity, profitability and an organisation's value and market share.

Programme Structure

Semester one: Total 30 ECTS

- Four mandatory modules total 20 ECTS (5 ECTS per module):

- Global Issues for Management
- Strategic Marketing Analysis
- Managerial Financial Analysis
- Research Methods 1
- One elective 10 ECTS

Semester two: Total 30 ECTS

- Three mandatory modules total 20 ECTS:

- Applied Strategic Management (10 ECTS)
- Dynamic Leadership Development (5 ECTS)
- Research Methods 2 (5 ECTS)
- One elective 10 ECTS

Semester three: Total 30 ECTS

- Dissertation

Electives emanate from the following subfields of business: Marketing, HRM, Cloud Computing, Information Systems, Finance or Project Management. Should a learner choose two electives from the same specialism they will be on a specific learning pathway.

The programme contains a wide range of formative and summative assessments including individual and group work, projects, presentations, case studies and examinations.

Learners will synthesise their postgraduate studies with experiential learning gaining critical analysis and self-reflection skills to embrace lifelong learning to progress professionally or undertake further studies and/or research. Through the dissertation, learners will develop independent research and problem-solving skills reflective of their expansion of management competencies and contribute to their chosen field of enquiry, which will be valuable in a variety of contexts in the workplace.

Minimum Intended Programme Learning Outcomes

On completion of this programme the learner will be able to:

1. Critically evaluate theory and practice from cross-functional areas of business in private, public, and not-for-profit organisations, both nationally and internationally.
2. Demonstrate critical awareness of contemporary information, tools and techniques in management, policy, and performance across organisations both nationally and internationally on business and marketing trends, drivers, and inhibitors.
3. Demonstrate leadership skills and attributes to achieve individual, group and organisational goals
4. Critically evaluate approaches to primary and secondary data and select the most suitable method from qualitative and quantitative research methodologies to address a specific business problem.
5. Critically scrutinise and reflect on social dynamics and leadership competencies, demonstrating sensitivity and adaptability in applying strategic thinking and ethical decision-making, with a global perspective and self-awareness to navigate and drive change in the complexities of the business environment.
6. Critically appraise advanced diagnostic tools, including artificial intelligence, which inform business decisions within the global business environment and wider society, incorporating sustainability considerations.
7. Demonstrate enhanced ethical judgement and strategic planning by critically analysing social, political, economic environments, while promoting organisational sustainability and responsible decision-making.
8. Exhibit an ability to work independently and collaboratively to build effective and efficient relationships in dynamic business environments.
9. Synthesise previous professional and learning experiences to inform a wide-ranging appreciation of the business world, while fostering continuing personal and professional development and solidarity with social norms and relationships.
10. Develop professional communication skills to present solutions in a cogent manner to a critical audience.
11. Apply interdisciplinary business knowledge and collaborate effectively with others to use strategic decision-making, research and problem-solving skills in dynamic, real-world scenarios through immersive simulation-based learning.
- 12 (a) Critically evaluate integrated marketing communications tools and techniques and apply digital technology support to marketing strategies.
- 12 (b) Critically evaluate strategic human resource management and the importance of people management in organisational strategy.
- 12 (c) Critically evaluate the role of cloud computing technologies in information and data management and the significance of deploying computer services to the cloud.
- 12 (d) Critically evaluate theory and practice of corporate financial management for strategic business decision-making.
- 12 (e) Critically assess the role of project management in driving organisational success and apply relevant frameworks to improve performance in contemporary organisations.
- 12 (f) Evaluate the mechanisms of effective global supply chain and logistics management for a sustainable future.
- 12 (g) Implement creative practices in the workplace and promote innovation within the workforce
- 12 (h) Demonstrate structural knowledge and integrity of company law, with an awareness of ethical considerations.
- 13 (a) Demonstrate critical awareness of innovations and trends within the field of marketing with a focus on sustainable marketing innovations in the globalised environment.
- 13 (b) Demonstrate critical awareness of the management of employee performance and the role of reward in employee performance
- 13 (c) Demonstrate the development of critical skills in analysing and evaluating the use of cloud applications in business and develop strategic solution-based applications.
- 13 (d) Demonstrate critical awareness of international practices and policies in financial markets within changing global market dynamics.
- 13 (e) Demonstrate critical awareness of business information, planning and control mechanisms and ethical decision-making in project management practices
- 13 (f) Demonstrate critical awareness of the skills and tools of analytics and enterprise systems in supply chain management
- 13 (g) Demonstrate critical awareness of divergent thinking in the digital age.
- 13 (h) Critically evaluate good practices and legislative frameworks within international commercial law

Teaching and Learning Modes

1. Directed Learning
2. E-learning (directed)
3. E-learning (self-directed)
4. Group Discussions
5. Group Discussions/Interactions
6. Lectures / Classes
7. Practical Sessions
8. Self Directed Learning
9. Tutorials
10. Workshops

Approved Countries

Ireland, Germany

Physical Resource Requirements

Appropriately equipped computer work area.

Lecture rooms of sufficient size for work in breakout groups/ with appropriate multimedia resources.

Appropriate software resources to be used in the teaching and learning of all modules.

Learners are also required to have ongoing access to a computer, related software, and a reliable internet connection. This means that for learners their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GM RAM.

Note: There is no programme-specific technology required for the MBA. However, DBS will continue to closely monitor its requirement for physical space and resources as the programme grows and develops.

Staff Profiles	Qualifications and Experience	WTE
Lecturer	<p>Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters in the following areas:</p> <ul style="list-style-type: none"> ● Business ● Marketing ● Accounting ● Economics ● Finance ● IT ● Law <p>Individuals with Level 8 honours bachelor degrees in the above disciplines who are exceptionally qualified by virtue of significant senior industry experience may also be considered.</p>	1
Academic Director	<p>The Academic Director will be responsible for the overall management and development of the programme, the coordination of the organisation, and delivery of the programme, and the management and support of learners on the programme. The Academic Director has an important role in mentoring learners and providing them with guidance and support on both academic and non-academic matters related to learner life. Learner attendance is taken at every lecture and an 'early warning' system ensures that where a learner's attendance falls short, counselling is available from the Academic Director. Along with the Student Engagement Officer, the Academic Director determines any issue that warrants intervention and if required a range of measures can be adopted. Such measures include following up directly with the learner by telephone and email. If direct contact is not made with the learner, an official letter will also be sent by the Academic Director and if necessary, followed up by a meeting with the Academic Director. The Academic Director highlights any 'at risk' learners and works with the Programme Team and Student Retention Officer to put supports in place. The Academic Director also advises learners should they require an extension to an assessment deadline when personal mitigating circumstances apply. The Academic Director also manages the communication between the Registrar's office and the learner to ensure that the learner is aware of their obligations and responsibilities. In addition, administrative and pastoral support is received from the DBS Academic Operations and Student Services teams.</p>	1
Assistant Academic Director	<p>The Assistant Academic Director has responsibility of working with the Academic Director across 149 Post Panel Version Programme Document (MBA PG26274, PGDip PG26275) Master of Business Administration (2025-29) all elements of programme development and delivery. They are responsible for overseeing programme team meetings and are a direct point of contact for students. They work to ensure all programmes developed and run are of a high academic standard.</p>	1
Programme Level Manager	<p>The Programme Level Manager provides professional leadership and management for an allocated subject area to facilitate teaching and learning and to secure effective use of resources. The key responsibility of the Programme Level Manager is the management and delivery of the programme(s) for which they hold responsibility. This includes undertaking teaching duties as appropriate to the requirements of a programme and consistent with the area(s) of expertise, keeping up to date with teaching and learning developments and being alert to best practice, whilst providing guidance to colleagues on content, methodology and resources regarding the subject area and answering subject specific queries from learners.</p>	1

Approved Centres	Centre	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	38628L Dublin Business School	5	2500

Additional Locations	Location Name	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	European University Business School, Germany	5	2500

Learner Teacher Ratios	Learning Activity	Ratio
	Classroom Sessions	1:75
	Online Lectures	1:75
	Workshops	1:25
	Practical Sessions	1:25

Programme being replaced by this Programme	Prog Code	Programme Title	Validated
	PG24237	Master of Business Administration	25-Apr-24

Embedded Programme

Validation Process: **Revalidation**

Code	Title	Award	Exit Only
PG26275	Postgraduate Diploma in Business	Postgraduate Diploma in Business (Postgraduate Diploma at NFQ Level 9) 9M22971 60 credits	Yes

	Full Time	Part Time	Delivery Mode: full-time / part-time
Duration (months)	9	18	Full Time, Part Time

Target Learner Groups

The Postgraduate Diploma in Business is an embedded exit-only award in the Master of Business Administration.

Brief Synopsis of the Programmes

The Postgraduate Diploma in Business (60 ECTS, NFQ level 9) is a one academic year full-time or eighteen months part-time programme of nine taught modules without the Capstone (Business Simulation). It is an embedded exit award from the Master of Business Administration (90 ECTS, NFQ level 9).

The overall aim of the programme is to provide graduates with the opportunity to attain a Level 9 award if they cannot complete the Capstone module of this programme for personal or professional reasons. Therefore, The Postgraduate Diploma in Business (60 ECTS, NFQ Level 9) is offered only as an exit award from the Masters programme.

The programme is designed for managers, business innovators, and leaders, or those who aspire to enter managerial roles within a broad spectrum of industries. The programme is intended for learners who wish to acquire in-depth knowledge of business administration, theories, concepts and practical applications to enable an analytical application of such knowledge in-context to generate valuable insights. Graduates will be equipped to make high level strategic business decisions, increasing productivity, profitability, and an organisation's value and market share.

Postgraduate Diploma in Business - Programme Structure

Semester one: Total 30 ECTS

Six mandatory modules, total 30 ECTS (5 ECTS per module):

Risk and Change for Global Issues

Managerial Financial Analysis

Strategic Marketing Analysis

Strategic Planning and Management

Dynamic Leadership Development

Sustainable Operations Management

Semester two: Total 30 ECTS

One mandatory module and two elective modules, total 30 ECTS (10 ECTS per module):

Conducting Research for Business

Elective 1

Elective 2

Electives emanate from the following subfields of business with a choice of eight options:

Marketing

Human Resource Management

Cloud Computing

Finance

Project Management

Supply Chain Management

Creativity, Innovation and Entrepreneurship

Law

Should a learner choose two electives from the same specialism they will be on a specific learning pathway. The programme contains a wide range of formative and summative assessments including individual and group work, projects, presentations, case studies, and examinations.

Minimum Intended Programme Learning Outcomes

On completion of this programme the learner will be able to:

1. Critically evaluate theory and practice from cross-functional areas of business in private, public, and not-for-profit organisations, both nationally and internationally.
2. Demonstrate critical awareness of contemporary information, tools and techniques in management, policy, and performance across organisations both nationally and internationally on business and marketing trends, drivers, and inhibitors.
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Approved Centres	Centre	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	38628L Dublin Business School	0	0

Additional Locations	Location Name	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	European University Business School, Germany	0	0

Learner Teacher Ratios	Learning Activity	Ratio
	Classroom Sessions	1:75
	Online Lectures	1:75
	Workshops	1:25
	Practical Sessions	1:25

Programme being replaced by this Programme	Prog Code	Programme Title	Validated
	PG24238	Postgraduate Diploma in Business	25-Apr-24

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

Part 2.5 Special Conditions of Validation

Programme and stage schedules

PG26274 Master of Business Administration

Name of Provider		Dublin Business School											
Programme Title		PG26274 Master of Business Administration											
Award Title		Master of Business Administration						Exit Award Only		N/A			
Teaching and learning modalities		Lectures / Classes; Practical Sessions; Tutorials; Directed Learning; E-learning (directed); E-learning (self-directed); Group Discussions; Group Discussions/Interactions; Self Directed Learning; Workshops											
Delivery Modes	Award Class	Award NFQ Level	Award EQF Level	Stage	Stage NFQ Level	Stage Credits	First Intake		ISCED Code				
Both	Major	9	7	Award Stage	9	90	Sep 2025		04.1.3				
Module				Total Student Effort Module (Hours)					Allocation of Marks				
Title	Semester	Status	Credit	Total Hours	Class Contact Hours	Direct e-learning	Hours of independent learning	Work-based learning efforts	C.A. %	Project %	Skills demonstration %	Exam %	Workbased %
Risk and Change for Global Issues	1	M	5	125	24	0	101	0	100	0	0	0	0
Managerial Financial Analysis	1	M	5	125	24	0	101	0	0	0	0	100	0
Strategic Marketing Analysis	1	M	5	125	24	0	101	0	100	0	0	0	0
Strategic Planning and Management	1	M	5	125	24	0	101	0	100	0	0	0	0
Dynamic Leadership Development	1	M	5	125	24	0	101	0	100	0	0	0	0
Sustainable Operations Management	1	M	5	125	24	0	101	0	100	0	0	0	0
Conducting Research for Business	2	M	10	250	48	0	202	0	100	0	0	0	0
Marketing Innovations	2	E	10	250	48	0	202	0	100	0	0	0	0
Integrated Marketing Communications	2	E	10	250	48	0	202	0	100	0	0	0	0
Strategies for Human Resource Management	2	E	10	250	48	0	202	0	100	0	0	0	0
Reinventing Performance Management	2	E	10	250	48	0	202	0	100	0	0	0	0
Cloud Technologies for Business	2	E	10	250	48	0	202	0	100	0	0	0	0
Cloud Application Management	2	E	10	250	48	0	202	0	100	0	0	0	0
Corporate Financial Management	2	E	10	250	48	0	202	0	30	0	0	70	0

Global Financial Markets	2	E	10	250	48	0	202	0	30	0	0	70	0
Project Management Frameworks	2	E	10	250	48	0	202	0	100	0	0	0	0
Project Management Practices	2	E	10	250	48	0	202	0	100	0	0	0	0
Global Supply Chain and Logistics Management	2	E	10	250	48	0	202	0	100	0	0	0	0
Analytics & Enterprise Systems for SCM	2	E	10	250	48	0	202	0	100	0	0	0	0
Implementing Creativity, Innovation & Entrepreneur	2	E	10	250	48	0	202	0	100	0	0	0	0
Divergent Thinking for the Digital Age	2	E	10	250	48	0	202	0	100	0	0	0	0
Company Law	2	E	10	250	48	0	202	0	30	0	0	70	0
International Commercial Law	2	E	10	250	48	0	202	0	30	0	0	70	0
Business Simulation	3	M	30	750	0	0	750	0	0	100	0	0	0

PG26275 Postgraduate Diploma in Business

Name of Provider		Dublin Business School												
Programme Title		PG26275 Postgraduate Diploma in Business												
Award Title		Postgraduate Diploma in Business							Exit Award Only		Yes			
Teaching and learning modalities		Lectures / Classes; Practical Sessions; Tutorials; Directed Learning; E-learning (directed); E-learning (self-directed); Group Discussions; Group Discussions/Interactions; Self Directed Learning; Workshops												
Delivery Modes	Award Class	Award NFQ Level	Award EQF Level	Stage	Stage NFQ Level	Stage Credits	First Intake			ISCED Code				
Both	Major	9	7	Award Stage	9	60	Sep 2025			04.1.3				
Module				Total Student Effort Module (Hours)					Allocation of Marks					
Title		Semester	Status	Credit	Total Hours	Class Contact Hours	Direct e-learning	Hours of independent learning	Work-based learning efforts	C.A. %	Project %	Skills demonstration %	Exam %	Workbased %
Risk and Change for Global Issues		1	M	5	125	24	0	101	0	100	0	0	0	0
Managerial Financial Analysis		1	M	5	125	24	0	101	0	0	0	0	100	0
Strategic Marketing Analysis		1	M	5	125	24	0	101	0	100	0	0	0	0
Strategic Planning and Management		1	M	5	125	24	0	101	0	100	0	0	0	0
Dynamic Leadership Development		1	M	5	125	24	0	101	0	100	0	0	0	0
Sustainable Operations Management		1	M	5	125	24	0	101	0	100	0	0	0	0
Conducting Research for Business		2	M	10	250	48	0	202	0	100	0	0	0	0
Marketing Innovations		2	E	10	250	48	0	202	0	100	0	0	0	0
Integrated Marketing Communications		2	E	10	250	48	0	202	0	100	0	0	0	0
Strategies for Human Resource Management		2	E	10	250	48	0	202	0	100	0	0	0	0
Reinventing Performance Management		2	E	10	250	48	0	202	0	100	0	0	0	0
Cloud Technologies for Business		2	E	10	250	48	0	202	0	100	0	0	0	0
Cloud Application Management		2	E	10	250	48	0	202	0	100	0	0	0	0
Corporate Financial Management		2	E	10	250	48	0	202	0	30	0	0	70	0
Global Financial Markets		2	E	10	250	48	0	202	0	30	0	0	70	0

Project Management Frameworks	2	E	10	250	48	0	202	0	100	0	0	0	0
Project Management Practices	2	E	10	250	48	0	202	0	100	0	0	0	0
Global Supply Chain and Logistics Management	2	E	10	250	48	0	202	0	100	0	0	0	0
Analytics & Enterprise Systems for SCM	2	E	10	250	48	0	202	0	100	0	0	0	0
Implementing Creativity, Innovation & Entrepreneur	2	E	10	250	48	0	202	0	100	0	0	0	0
Divergent Thinking for the Digital Age	2	E	10	250	48	0	202	0	100	0	0	0	0
Company Law	2	E	10	250	48	0	202	0	30	0	0	70	0
International Commercial Law	2	E	10	250	48	0	202	0	30	0	0	70	0