

## CERTIFICATE OF VALIDATION

New validation

Validation Process: **Revalidation**

<b>Provider Name</b>	Dublin Business School
<b>Date of Validation</b>	10-Jun-25

	Code	Title	Award	Exit Only
<b>Principal Programme</b>	PG26281	Master of Science in Management Practice	Master of Science (Masters Degree at NFQ Level 9) 9M22904 90 credits	N/A
<b>Embedded Programme</b>	PG26282	Postgraduate Diploma in Science in Management Practice	Postgraduate Diploma in Science (Postgraduate Diploma at NFQ Level 9) 9M22902 60 credits	Yes

	First Intake	Last Intake
<b>Enrolment Interval</b>	Sep-25	Aug-30

### Principal Programme

	Full Time	Part Time	Delivery Mode: full-time / part-time
<b>Intakes per Annum:</b>	3	2	Full Time, Part Time
<b>Minimum Learners per Intake:</b>	5	5	
<b>Maximum Learners per Intake:</b>	100	100	
<b>Duration (months)</b>	12	24	

### Target Learner Groups

This programme 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 vocational qualification like ACCA or CIMA will also be considered for entry. The programme is intended to appeal to both a domestic and international learner, with knowledge and skills which will be applicable and relevant in a global business environment.

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 with an emphasis on business ethics and sustainability. 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

The Master of Science in Management Practice (90 ECTS) has operated in DBS since its validation in 2013 with an embedded exit award of a Postgraduate Diploma in Science in Management Practice (60 ECTS) included during the programme revalidation in 2019. It has been successfully delivered to domestic and international students.

The Master of Science in Management Practice has been an important programme in the suite of business programmes offered by Dublin Business School for many years. The programme is designed subject to the QQI Science Awards Standards. Designed as an interdisciplinary programme, it focuses on business management and appeals 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 also addresses cross-sectoral skills for more sustainable employment and responds to the evolution of the role and scope of sustainability focus across different aspects of business. Management is no longer the purview of the few at the top of an organisation. With organisations increasingly becoming flatter and moving towards a matrix structure, the ability to manage has become a key attribute at all levels of an organisation. Graduates are equipped with 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 ethical business decisions and increasing productivity, organisational value, and profitability.

The programme is constructed as a one year full-time or two year part-time programme of 90 ECTS which consists of ten taught modules adding up to 60 ECTS and a Dissertation or Placement Capstone elective of 30 ECTS, leading to an award of a Master of Science in Management Practice.

The Dissertation elective (30 ECTS) provides an opportunity for independent research and the production of a research dissertation. Learners who complete the full programme with this elective will also develop and enhance their research capability through critical enquiry and detailed analytical problem-solving from an industry perspective.

The Placement elective (30 ECTS) module will appeal to those who wish to immerse themselves in industry and explore a research-focused issue or industry problem of benefit to an employer. This Capstone option will apply management concepts in a professional setting, with students evaluating their experience in a project report and reflecting on the skills they gained during their placement. Learners will develop critical, real-world problem-solving and decision-making skills, while engaging in authentic tasks that prepare them for complex challenges in their professional careers.

## Minimum Intended Programme Learning Outcomes

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

1. Demonstrate a critical understanding of the theoretical approaches upon which modern management is founded.
2. Critically appraise and respond in a sustainable and ethical way to the increasingly volatile and dynamic global context within which organisations function.
3. Show mastery of existing and emerging skills in a disruptive technical environment while critically appraising advanced diagnostic tools, including artificial intelligence, for sustainable business decision-making.
4. Critically appraise innovative processes and techniques to evaluate risk and manage change.
5. Devise effective technical and nontechnical solutions to a range of human capital management issues.
6. Lead and take responsibility for collaborative activity to tackle everyday organisational issues.
7. Self-reflect to evaluate personal professional development in response to changes in financial approaches.
8. Explore issues that affect the formulation and leadership of organisational strategy.
9. Respond ethically and informatively to unpredictable and accepted organisational behaviours.
10. Critique qualitative and quantitative data and reflect on research activities.
11. (For learners selecting the Dissertation elective) Critically synthesise learning to plan, design, develop, and manage a research project that demonstrates competencies and technical ability in real world issues in the field of management practice and complies with any ethical implications arising.
12. (For learners selecting the Placement elective) Critically apply advanced management theories and research methodologies to conduct an empirical research project in a professional setting, generating data-driven insights to address complex organisational challenges ethically while evaluating professional and personal development through structured reflection and multi-source feedback.

### Teaching and Learning Modes

1. Lectures / Classes
2. Practical Sessions
3. Tutorials

### Approved Countries

Ireland

## Physical Resource Requirements

Learners are required to have ongoing access to a computer, related software, and a reliable internet connection. Learners will be provided with a full online induction which introduces the College generally and an IT induction and sessions on learning online. This means that for learners, their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GB RAM, with a microphone and camera for online sessions and exams. They will be expected to participate in lectures, workshops, use software and open-access online tools in the completion of the learning and assessment associated with this programme. There is no programme-specific technology required for the programme.

Staff Profiles	Qualifications and Experience	WTE
Lecturer	Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters in the following areas: Marketing Accounting Economics Finance Business IT 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.	19

Approved Centres	Centre	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	38628L Dublin Business School	5	500

Additional Locations	Location Name	Minimum Enrolment per Annum	Maximum Enrolment per Annum
	N/A		

Learner Teacher Ratios	Learning Activity	Ratio
	Classroom based session	1:75
	Classroom based sessions (10 ECTS Modules)	1:50
	Online sessions (10 ECTS Modules)	1:50
	Online session	1:75

Programme being replaced by this Programme	Prog Code	Programme Title	Validated
	PG24225	Master of Science in Management Practice	25-Apr-24

## Embedded Programme

Validation Process: **Revalidation**

Code	Title	Award	Exit Only
PG26282	Postgraduate Diploma in Science in Management Practice	Postgraduate Diploma in Science (Postgraduate Diploma at NFQ Level 9) 9M22902 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 Management Practice is an embedded exit only award for those who cannot complete the Master of Science in Management Practice

### Brief Synopsis of the Programmes

The Postgraduate Diploma in Science in Management Practice programme (60 ECTS, NFQ Level 9) is an embedded exit award from the Master of Science in Management Practice (90 ECTS, NFQ Level 9). The programme comprises 60 ECTS, which is all the ten taught modules without the Capstone electives (Dissertation or Placement). It is offered to learners who do not progress to, or do not wish to complete, the elective in the full Masters programme.

The Postgraduate Diploma in Science in Management Practice can be completed in one academic year by full-time learners and eighteen months by part-time learners. 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 Elective of this programme for personal or professional reasons. Therefore, the Postgraduate Diploma in Science in Management Practice (60 ECTS, NFQ Level 9) is offered only as an exit award from the Masters programme. 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 with an emphasis on business ethics and sustainability. 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.

### Minimum Intended Programme Learning Outcomes

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

1. Demonstrate a critical understanding of the theoretical approaches upon which modern management is founded.
2. Critically appraise and respond in a sustainable and ethical way to the increasingly volatile and dynamic global context within which organisations function.
3. Show mastery of existing and emerging skills in a disruptive technical environment while critically appraising advanced diagnostic tools, including artificial intelligence, for sustainable business decision-making.
4. Critically appraise innovative processes and techniques to evaluate risk and manage change.
5. Devise effective technical and nontechnical solutions to a range of human capital management issues.
6. Lead and take responsibility for collaborative activity to tackle everyday organisational issues.
7. Self-reflect to evaluate personal professional development in response to changes in financial approaches.
8. Explore issues that affect the formulation and leadership of organisational strategy.
9. Respond ethically and informatively to unpredictable and accepted organisational behaviours.
10. Critique qualitative and quantitative data and reflect on research activities.

Teaching and Learning Modes
1. Lectures / Classes 2. Practical Sessions 3. Tutorials

<b>Approved Countries</b>	Ireland
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### Physical Resource Requirements

Learners are required to have ongoing access to a computer, related software, and a reliable internet connection. Learners will be provided with a full online induction which introduces the College generally and an IT induction and sessions on learning online. This means that for learners, their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GB RAM, with a microphone and camera for online sessions and exams. They will be expected to participate in lectures, workshops, use software and open-access online tools in the completion of the learning and assessment associated with this programme. There is no programme-specific technology required for the programme.

Staff Profiles	Qualifications and Experience	WTE
Lecturer	Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters in the following areas: Marketing Accounting Economics Finance Business IT 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.	19

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
	N/A		

Learner Teacher Ratios	Learning Activity	Ratio
	Classroom based session	1:75
	Classroom based sessions (10 ECTS Modules)	1:50
	Online sessions (10 ECTS Modules)	1:50
	Online session	1:75

Programme being replaced by this Programme	Prog Code	Programme Title	Validated
	PG24226	Postgraduate Diploma in Science in Management Practice	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

### PG26281 Master of Science in Management Practice

Name of Provider		Dublin Business School											
Programme Title		PG26281 Master of Science in Management Practice											
Award Title		Master of Science							Exit Award Only		N/A		
Teaching and learning modalities		Lectures / Classes; Practical Sessions; Tutorials											
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
Leading Change for Social and Sustainable Impact	2	M	5	125	24	0	101	0	100	0	0	0	0
Innovation and Disruptive Technologies	2	M	5	125	24	0	101	0	100	0	0	0	0
Strategic Human Capital Management and Organisatio	2	M	10	250	48	0	202	0	100	0	0	0	0
Conducting Research for Management	2	M	10	250	48	0	202	0	100	0	0	0	0
Dissertation	3	E	30	750	6	0	744	0	0	100	0	0	0
Placement	3	E	30	750	6	0	594	150	0	70	0	0	30

## PG26282 Postgraduate Diploma in Science in Management Practice

Name of Provider		Dublin Business School												
Programme Title		PG26282 Postgraduate Diploma in Science in Management Practice												
Award Title		Postgraduate Diploma in Science							Exit Award Only		Yes			
Teaching and learning modalities		Lectures / Classes; Practical Sessions; Tutorials												
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
Leading Change for Social and Sustainable Impact		2	M	5	125	24	0	101	0	100	0	0	0	0
Innovation and Disruptive Technologies		2	M	5	125	24	0	101	0	100	0	0	0	0
Strategic Human Capital Management and Organisatio		2	M	10	250	48	0	202	0	100	0	0	0	0
Conducting Research for Management		2	M	10	250	48	0	202	0	100	0	0	0	0