

Masters in Professional Practice

A Guide to
Modules
Content
for 2020/21
programme



Design,
Print &
Packaging

Skillnet,

T OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH
DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN

Design, Print & Packaging



The **Design, Print and Packaging Skillnet** is a training network which works with companies in the design, print, packaging, signage and label sectors to deliver training solutions which will improve business performance.

Building on the work of the Design Ireland Skillnet and the Print and Packaging Skillnet, this network will continue to provide excellence in training opportunities to our members.

The focus of the Design, Print and Packaging Skillnet is to **provide strategic and cost-effective training solutions** which will assist members to reduce costs and enhance competitiveness through enhanced skills and expertise.

All of the training provided is in response to the expressed needs of companies in our industry.

The network works with companies through a training needs analysis process to define and prioritise the training needs each year.

Those in the Design, Print & Packaging sectors can access our range of subsidised programmes and influence what programmes are provided.

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Brian Colleran

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TU Dublin is distinguished by commitment to its students' success. To this they bring creativity, experience, expertise and scholarship, combining the academic excellence of a traditional university with career-focused learning.

Studying with TU Dublin you will gain the knowledge and abilities to contribute successfully to a complex and everchanging world. When you graduate you will be among the thinkers, doers and leaders who can navigate a globally interdependent and technologically-advanced society.

The TU Dublin accredited Masters in Professional Practice is designed specifically for experienced professionals who are now seeking a practical yet challenging programme to build their business skills in the latest digital marketing and strategic marketing techniques and to provide the business communications and coaching skills, finance and leadership skills to bring their career to the next level. Taking just 11 months, it is one of the most condensed Business Masters programmes available in Ireland.



Quick Guide to Key Facts

WHO CAN APPLY: Applications are welcomed from those with a background in the Design, Print and Packaging sectors who have at least 5 years experience.

APPLICATION DEADLINE – SEPTEMBER 30TH: Get your application in now so you can get an early confirmation of your place.

HOW TO APPLY: Submit your CV to brian@dppskillnet.ie

ACCEPTANCE PROCESS: Interview based on your experience detailed in your CV. In addition you will present 3 projects that you have lead or worked on.

COST: €4,500

Venue for all Lectures: TU Dublin, School of Creative Arts
- Grangegorman Campus

Who is it for?

If you have been considering doing a Masters programme this year but have been put off by lengthy academic programmes and concerns about going back to education when you're trying to run a small business or perform your role within a business, the TU Dublin awarded Masters in Professional Practice, kicking off this November, is just the right programme for you.

This highly regarded programme has three major advantages over other taught Masters programmes:

- 1 ► **TIME:** Taking just 11 months, it is one of the most condensed Business Masters programmes available in Ireland. The programme is delivered through a mix of in-class and on-line sessions.
- 2 ► **SUBSIDISED COST:** The programme is heavily subsidised by Design Print and Packaging, costing just €4,500. This is less than half the cost of comparable Masters programmes in Ireland!
- 3 ► **EXPERIENCE:** The TU Dublin accredited Masters in Professional Practice is designed specifically for experienced professionals who are now seeking a practical yet challenging programme to build their business skills and to provide the business communications and coaching skills, finance and leadership skills to bring their career to the next level.

The 2020/21 programme will be delivered by blended learning. Building on the success of the previous year's edition, the programme will comprise a mix of both in-class and on-line session.

The attainment of the MA is based on 3 elements

Recognition of Prior Learning - 40 credits

- RPL is done through an interview where the applicant presents 3 major print or design projects in which they took a leading role.

Taught Modules (Modules 1 to 4) - 20 credits

- **Module 1: Team Development, Coaching & Communication Skills**
Sat 7th November 2020 (classroom), Thur 12th November 2020 (online), Sat 21st November 2020 (online), Thurs 26th November 2020 (online), Sat 12th December 2020 (classroom)
- **Module 2: Leadership & Management**
Sat 16th January 2021 (classroom), Thurs 21st January 2021 (online), Sat 30th January 2021 (online), Thurs 4th February 2021 (online), Sat 20th February 2021 (classroom)
- **Module 3: Finance**
Sat 6th March 2021 (classroom), Thurs 11th March 2021 (online), Sat 20th March 2021 (online), Thurs 25th March 2021 (online), Sat 3rd April 2021 (classroom)
- **Module 4: Marketing and the Customer**
Sat 24th April 2021 (classroom), Thurs 6th May 2021 (online), Sat 22nd May 2020 (classroom)

Lecture Times:

9.30am to 5pm classroom / On-line - 2.5 hours - times TBC

Thesis - 30 credits

The thesis module is 30 credits and consists of an in-depth study of an approved topic in design or print practice. 18,000 to 20,000 words in length on a topic agreed with your supervisor. All students will be assigned an individual supervisor who will guide them through the research process and the writing of the final submission.



Module 1

Team Development, Coaching & Communication Skills

Module Description

This module has 3 components which introduces students to the essential elements of Team Development and Communications Skills. It also introduces and develops the skills of 'the manager as the coach'.

Module Aim

The module has 3 aims:

1. To give students practical ideas and concepts to understand what makes teams successful using techniques in team building and team development.
2. To equip participants with a set of principles and effective coaching competencies to deploy with their own people in Small to Medium Sized Enterprises.
3. To equip participants with the knowledge, skills, for the varying levels of communication techniques that should be employed when dealing with people both internally and externally.

Learning Outcomes

At the end of the module students will be able to:

1. Develop strong awareness of your own and others team role using the Belbin Team Role diagnostic.
2. Learn the concepts and skills in building and developing teams and understand the challenges of effective teamwork and how to overcome them.
3. Identify why one-to-one coaching is a highly effective and powerful process of communication with particular emphasis on Active Listening and Powerful Questioning.
4. Understand the key components of effective coaching, develop a range of skills as you work through the coaching process with your programme colleagues and ultimately with your staff.

5. Develop key techniques for communicating with clarity, ease and effectiveness.
6. Understand the importance of non verbal communication.
7. Understand and manage conflict and understand its influence on communication.
8. Learn how to offer effective and constructive feedback as a key communication technique.

Module Content

Module 1 - Component 1

1. Introduction to Teams.
2. Explore individual team members roles and how they best can work together to form a successful Team – Belbin Team Profile Diagnostic (which will be completed by each participant prior to commencement of the programme).
3. What makes an effective team and why do teams sometimes fail (the 5 Dysfunctions of a team) and how can we overcome that.
4. Various Team exercises, discussions and explorations.

Module 1 - Component 2

1. Principles of Coaching
2. Understand the role and learn the skills and techniques of an effective 'Manager as Coach'.
3. Understand the key Competencies of an outstanding coach.
4. The Coaching Process through the GROW model.
5. Effective Questioning and Listening Skills – Key Coaching Skills.
6. Coaching practice on a work based issue.

Module 1 - Component 3

1. What is Communication?
2. Relationship building.
3. How different people communicate in different ways and styles – learn to understand, accept and manage the difference.
4. Learn the importance of non-verbal body language.
5. Learn how to create rapport with everyone.



6. Understand situations from other people's perspectives.
7. Understanding conflict and ways to manage it.

Schedule

- Saturday 7th November 2020 - classroom
- Thursday 12th November 2020 - online
- Saturday 21st November 2020 - online
- Thursday 26th November 2020 - online
- Saturday 12th December 2020 - classroom

Lecture Times:

9.30am to 5pm classroom / On-line - 2.5 hours - times TBC

Assessment

The assessments include a review of prior learning essay, an inter-modular group assignment and a learning log.

On completion of the module, a written assignment (5000 words) will be required which will invite the student to demonstrate their understanding and application of their learning in the 3 key areas, Teamwork, Communication and Coaching within their own organisations. Further details will be supplied early in the programme.

The module assessments encompass 4 elements

Review of Prior Learning Essay	5%
Group Presentation	15%
Module Written Assignment (5,000 words)	40%
Learning Log	40%

**Recommended Reading Time, Course Work & Assignments:
22 Taught Hours & 80/90 additional hours recommended.**

Essential Reading List

Lencioni P, *The Five Dysfunctions of a Team*, Jossey Bass, 2002
Lencioni P, *The Four Obsessions of an Extraordinary Executive*, Jossey Bass, 2000
Bratton J, *Work & Organizational Behaviour*, Palgrave Macmillan, 2007
John Whitmore *Coaching For Performance*, Nicolas Brearley 2002
Harvard Business Review on Effective Communications, HBS Press, 1999
Harvard Business Review on Teams that Succeed, HBS Press, 2004
Downey, M., *Effective Coaching*, Texere, 2003
The Speed of Trust, Stephen Covey, Free Press, 2008
Stanton, N., *Mastering Communications*, Palgrave MacMillaan, 2002
Robbins H & Finley M, *Why Teams Don't Work*, Texere, 2000
Mullins L J, *Management & Organisation Behaviour*, FT/Pitman Publishing, 1999
Fulop, L. & Linstead S, *Management a Critical Text*, MacMillan, 1999
Meredith Belbin, *Management Teams Why they succeed or fail*, Butterworth – Heinemann, 1996

Journals: *Academy of Management Review*, *European Management Journal*, *Harvard Business Review*, *Human Resource Planning*, *Journal of Management*, *Journal of Management Studies*, *Journal of Marketing Communications*, *Personnel Review*, *Sloan Management Review*



Module 2

Leadership & Management

Module Description

This module consists of 3 components and introduces students to the essential elements of Leadership, Strategic Management and Planning for Small to Medium Sized Enterprises.

Module Aim

The module aims to give students an introduction to leadership for their daily interactions with their people as individuals and in teams. It also aims to give students an overview of what strategy is all about and how participants can apply different strategic principle to running an SME.

Finally the module aims to give students an introduction to cover critical aspects of business planning and execution. Participants will work through all of the key steps in analysing, planning, execution change and structuring an implementation plan.

Learning Outcomes

At the end of the module students will be able to:

1. To establish a clear understanding of Leadership practices in the workplace and its links to the SMEs.
2. To understand styles of Leadership and the need for flexibility.
3. Develop the key interpersonal skills associated with effective Leadership.
4. Develop techniques for empowerment and motivation as key components of Leadership.
5. Understand the strategic process and its component elements.
6. Develop a vision, mission and objectives for a company.
7. Understand the different techniques used in Strategic Planning.
8. Commence working on a Company Development Plan.
9. Develop an implementation plan for key strategic initiatives.

10. Develop skills for planning, execution and change.
11. Develop analysis and planning in an effective and consistent fashion.
12. Create structure and organisation using development planning tools.
13. Develop methodologies for teamwork in planning, execution and change.

Module Content

Module 2 - Component 1: Leadership

1. Leadership & Management – how they differ.
2. Characteristics of an effective leader & manager.
3. Understanding leadership style, effectiveness and flexibility.
4. Developing your own leadership style using Situational Leadership.
5. Empowerment - What it is?
6. Steps to improve your leadership style.
7. Techniques for motivation.
8. Identifying and turning around de-motivators.

Module 2 - Component 2: Strategic Management

1. How strategy is brought about
2. Setting a vision
3. Setting objectives
4. Analysing external forces
5. Analysing internal capability
6. Strategic options
7. Choosing a strategy
8. Implementing the strategy
9. Managing change

Module 2 - Component 3: Planning and Implementation

1. Planning Systems – overview of what's available and appropriate for the small business.
2. Setting Targets – how to set targets and develop, clear, capable steps in effective business planning.
3. Plan your change.
4. Working with a change model.
5. Track and Manage at execution.



6. Planning Activity – Case Study exercise, which requires participants to develop a plan, that necessitates; budgeting, specifying planning, execution and presentation of results.

Schedule

- Saturday 16th January 2021 - classroom
- Thursday 21st January 2021 - online
- Saturday 30th January 2021 - online
- Thursday 4th February 2021 - online
- Saturday 20th February 2021 - classroom

Lecture Times:

9.30am to 5pm classroom / On-line - 2.5 hours - times TBC

Assessment

Students will be assessed through assignments on leadership trends, models and techniques and the development of key leadership insights and practices. The assessment will consist of 4 elements, A learning log, a case study review, as well as 2 individual assignments.

The module assessments encompass 4 elements

Written assignment (2,000 words)	20%
Case Study Review	20%
Written Assignment (3,000 words)	30%
Learning Log	30%

**Recommended Reading Time, Course Work & Assignments:
22 Taught Hours & 80 additional hrs recommended.**

Reading List

Essential Reading:

Johnson, G. & K. Scholes, (1999) Exploring Corporate Strategy, Prentice Hall, Hemel Hempstead
Bratton John, (2007) Work & Organisational Behaviour, Palgrave Macmillan

Recommended Reading:

Bossidy, L and Charan, R Execution, Random House, 2005
Byham, Smith & Paese, Grow your own Leaders, Prentice Hall, 2003
Craft L, Quick Start Leadership, DC Press, 2003
Katzenbach, J., Real Change Leaders, 1996
Kotter, J., Leading Change, Harvard Business School, 1996
Collins, J., Good to Great, Collins, 2001
Fulop, L. & S. Linstead, (1999) Management: A Critical Text, MacMillan
Mullins, L.J., (1999) Management and Organisation Behaviour, FT / Pitman Publishing



Module 3

Finance

Module Description

This module consists of the key aspects of finance and accounting for non-financial managers employed in small to medium sized enterprises. Finance is placed in the context of a decision-making tool in terms of understanding and evaluating financial performance. It is important for managers to be confident in the language of accounting and have a sound understanding of the main financial statements and methods of evaluating proposed investments.

Module Aim

The module aims to provide students with the ability to read and understand the main financial statements and to evaluate company performance. Emphasis is placed on the budgeting process and business planning with a focus on strategic objectives. Developing the skills necessary to achieve business success and achieve acceptable levels of profitability is a key aim of the module.

Learning Outcomes

At the end of the module students will be able to:

1. Be confident and competent in preparing, understanding and evaluating the main financial statements.
2. Have a sound grasp of the key accounting theories and concepts and how they are applied in practice.
3. Measure the financial performance of a company using ratios and key performance indicators.
4. Evaluate an investment proposal using the Net Present Value method.
5. Use financial criteria in management decision making.

Module Content

- Understanding the purpose and content of the main financial statements.
- Applying ratio analysis to the main financial statements (Profit and Loss Account and Balance Sheet).
- Understanding the key sources of raising capital.
- Understanding the key accounting concepts, such as accruals and prepayments.
- Being aware of the importance of Corporate Governance within the organisation.
- Being able to differentiate between Profit and Cash and also between Capital and Revenue.
- Investment Appraisal Analysis to include the Pay Back method and Net present Value.

Schedule

- Saturday 6th March 2021 - classroom
- Thursday 11th March 2021 - online
- Saturday 20th March 2021 - online
- Thursday 25th March 2021 - online
- Saturday 3rd April 2021 - classroom

Lecture Times:

9.30am to 5pm classroom
/ On-line - 2.5 hours - times
TBC



Assessment

Asked in a 3 Question format plus a learning log, Students will be required to apply the key areas of the module content to a selected company and produce a report for the various stakeholders, which will analyse the financial performance of the company and include conclusions and recommendations.

The module assessments encompass 4 elements

Financial assignment Q1	20%
Financial assignment Q2	35%
Financial assignment Q3	15%
Learning Log	30%

**Recommended Reading Time, Course Work & Assignments:
14 Taught Hours & 55 additional hours recommended.**

Reading List

The module will be supported by relevant notes and study materials which are presently in use on distance learning Masters programmes, such as the MSc in Technology Management.

Recommended Reading:

McLaney EJ. (2011) Business Finance – Theory & Practice (Ninth Edition)
Prentice Hall

Module 4

Marketing & the Customer

Module Description

This module consists of 2 components and introduces students to the essential elements of marketing and customer service for Small to Medium Sized Enterprises.

Module Aim

The module aims to equip participants with the knowledge and skills to assist in developing marketing and customer service techniques for Small to Medium Sized Enterprises.

Learning Outcomes

At the end of the module students will be able to:

1. Develop an understanding of relevant marketing strategies.
2. Develop market analysis methodologies.
3. Develop good promotion & PR opportunities.
4. Undertake basic marketing planning.
5. Identify the value of the customer service role in SMEs.
6. Identify opportunities to meet and exceed customer expectations.
7. Deal effectively with a range of customer interactions.
8. Relate the importance of meeting customer requirements to the context of the SME.



Module Content

Module 4 - Component 1: Marketing

1. What is effective marketing?
2. Understanding the marketplace
3. Market segmentation and targeting
4. Positioning and branding
5. Integrated marketing communications
6. Marketing in the Digital Age
7. Marketing Planning.

Module 4 - Component 2: Customer Service

1. The customer service proposition.
2. Why is customer service important?
3. Moments of truth and service journey.
4. Delighted, satisfied versus dissatisfied customers.
5. Communications in customer care.
6. Customer Retention Strategies.

Schedule

- Saturday 24th April 2021 - classroom
- Thursday 6th May 2021 - online
- Saturday 22nd May 2020 - classroom

Lecture Times:

9.30am to 5pm classroom / On-line - 2.5 hours - times TBC

Assessment

The assessment comprises a group case study which be assessed through a presentation and accompanying report plus an individual Marketing & Customer Service assignment.

The module assessments encompass 2 elements

Marketing Case Study	40%
Marketing & Customer Service Assignment (4,000 Words)	60%

**Recommended Reading Time, Course Work & Assignments:
14 Taught Hours & 55 additional hrs recommended.**

Reading List

Essential Reading:

Hult, Pride, Ferrell, Marketing, South Western Cengage Learning, 2012

Recommended Reading:

List Kotler, P Marketing Management, 2/e, Pearson Europe 2012

Goodman, J Strategic Customer Service, Amacom, 2009

Students will also be provided with articles on key concepts or discussion areas from periodicals and industry journals as the course progresses.

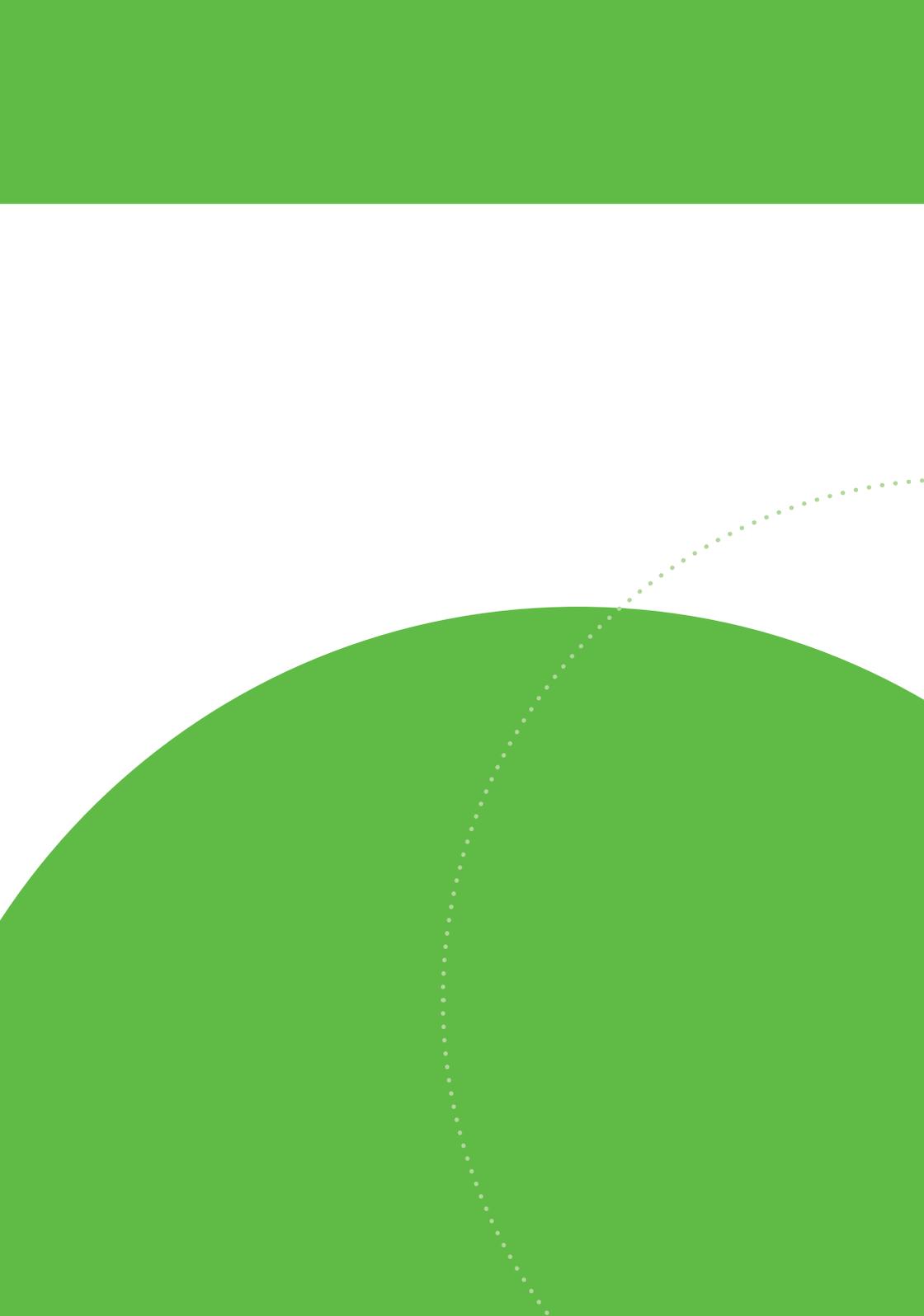


Thesis

As part of the programme of study, there is the requirement to undertake and complete a thesis of 18,000 to 20,000 words. The topic for your thesis research should relate to your industry.

Although the thesis is not required for submission until the end of the programme you should be aware that it is a continuous process and commences at the beginning of your studies.

For details in relation to booking a place on the MA in Professional Design Practice please contact Design Print and Packaging Skillnet - Brian Collieran email - brian@dppskillnet.ie or phone **087 292 8900**





What to Expect

What graduates of the DIT Masters in Professional Practice say about the programme

“The smaller size group ensures practical learning is achieved through shared professional experiences. The Masters programme has also given me a greater insight into past decisions, out-comes, and experiences. I highly recommend this course.”

**Eoin Daly -
General Manager, Snap**

“The Skillnet Masters program in Professional Practice was a fabulous learning opportunity for me. It provided me the opportunity to analyse ,research and discuss topics with like-minded individuals sharing business and life experiences on the way. Anyone interested in personal development should take the opportunity to participate in the program and work with excellent enthusiastic tutors. I believe it has given me a greater awareness of Leadership, Communication, Finance, Empathy and effective management.”

**Niall Fitzgerald –
Commercial Director, GPMI**

“A game-changer. Everything I learned during the Masters course has informed how I run my business and relate to clients. The qualification has opened doors to new business for me. A sound investment.”

**Michael Fitzpatrick -
Twisted Inc**

“The Masters programme changed my approach to my job. I redefined my own role, rewrote our marketing and financial strategy and learned a whole new approach to coaching and leadership. Without the support of Skillnet I could not have done a Masters, it was perfect for what I wanted to focus on and what I could afford in terms of time and budget. Every day I apply something if what I learned on the course.”

**Diarmuid Everard -
Managing Director, Printcom**

“Attaining a Masters is both a personal and business milestone. It equipped me with insights, methods and skills that have been of significant benefit to my business. It has also enable me to broaden the services that I provide and my overall effectiveness as a business owner and practice manager. I am continuing to benefit from the time that I put into the Masters and would encourage anyone who wish to enhance both their skills and qualification to seriously consider doing this programme.”

Gwen Kenny - Founder, Divine Design



Masters in Professional Practice

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agus Scileanna
Department of
Education and Skills

