# Masters in
# **Professional**
# **Practice**

A Guide to
**Modules
Content
for 2023/24
programme**

**Design,
Print &
Packaging**

**Skillnet**

OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH

# TU DUBLIN

TECHNOLOGICAL
UNIVERSITY DUBLIN

# Design, Print & Packaging

## Skillnet

**The Design, Print and Packaging Skillnet** is a training network under the government business support agency Skillnet Ireland. The network supports a broad range of companies and employees across multiple business sectors with a particular focus on the design, print and packaging, and business services sectors.

The focus of the DPP Skillnet is to **provide strategic and cost-effective training solutions** which will assist businesses to reduce costs and enhance competitiveness through increased skills and expertise **and capabilities of its workforce.**

Training is delivered by leading 3rd party training and education providers.

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

The network each year runs a broad range of fully and partially subsidised programmes.

The Masters in Professional Practice is our Flagship programme and is a general business Masters open to people with five years or more experience in the workplace.

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**Brian Colleran**
**T** 087 292 8900    **E** brian@dppskillnet.ie
**W** www.dppskillnet.ie

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# DUBLIN

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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 welcome from those with business experience of more then 5 years. Preference is given to those with a background in Design, Print and Packaging including those whose work responsibilities interacts with these areas.

**APPLICATION DEADLINE – SEPT 2023:** 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:** Normal Subsidised price €4,500 Now with **EXTRA SUBSIDY BOOST** for 2023-24 €3,000 (Non Subsidised Price €9,935)

**Venue for all in-person 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 2021/22 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

• Module 2: Leadership & Management

• Module 3: Finance

• Module 4: Marketing and the Customer

• Masterclasses: Strategic Fundamentals

**Thesis - 30 credits**
The thesis module is 30 credits and consists of an in-depth study of
an approved topic ideally relating to your business or Industry. 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 Talent Q Dimensions Team Profile 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: Teams
1. Introduction to Teams.
2. Explore individual team members roles and how they best can work together to form a successful Team – Talent Q Dimensions 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: Coaching
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: Communications
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.

## 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** | **25%** |
| **Module Written Assignment (5,000 words)** | **40%** |
| **Learning Log** | **30%** |

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

## Reading List

**Books:**
Covey S, *The Speed of Trust*, Free Press, 2008
Lencioni P, *The Five Dysfunctions of a Team,* Jossey Bass, 2002
Neary C, O'Connor K, Salisbury F, *Coaching Champions,* Oaktree Press, 2000
Whitmore J, *Coaching for Performance*, Nicolas Brearley 2017

**Journals:**
*Ten Must Reads on Communications*, Harvard Business Review 2013
Katzenbach, J.R. and Smith, D.K., *The discipline of teams*, Harvard Business Press, 2008
Drucker, P.F., 2008, *Managing oneself*, Harvard Business Review Press
Finkelstein, S., *The best leaders are great teachers*, Harvard Business Review, 2016

**Blog:** O'Connor, K., *Coaching in the Moment,* legal-island.ie 2019-2020

# Module 2

## Leadership & Management

### Module Description

This module consists of 2 components and introduces students to the essential elements of Leadership, as well as Leading Change and Talent Management 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, as well as in teams. It also provides an introduction to leading change and managing talent. Students will work through all the key steps in analysing, planning and executing change.

Part of the module will include a self-assessment of the participant's leadership style to better apply the learning to their businesses.

### Learning Outcomes

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

**Leadership:**

1. Establish a clear understanding of Leadership practices in the workplace and its link to SMEs.

2. Understand different 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 role of organisational culture in Leadership

**Leading Change, Building Engagement and Talent Management:**

1.  Understand the need for change; resistance to change and how to overcome
2.  Consider several Change models and how they might apply to your business
3.  Refer to the Change curve and the need for different leadership styles
4.  Focus on the importance of building engagement through change
5.  Understand the importance of talent management for the success of your business
6.  Use a talent tool to review, run a talent forum and identify key actions to help 'win the war for talent'

## Module Content

### Module 2 - Component 1: Leadership

This module forms the basis for your understanding of leadership theory, style and practice. It explores key leadership case studies and together with learnings from the student's self-assessment, it assists the student to understand the theory and application of a range of leadership models.

1.  Leadership & Management – how they differ.
2.  Characteristics of an effective leader Versus an effective manager
3.  Understanding leadership style, effectiveness and flexibility.
4.  Developing your own leadership style using different leadership models.
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: Leading Change, Building Engagement and Talent Management

In a period of unprecedented change for SMEs, this component is designed to help students understand and lead through change while re-building employee engagement.

With regard to talent management and the ongoing war for talent, students will explore how managers can attract, retain and develop their people, focusing in particular on critical individuals.
They will build on from understanding their own preferred leadership style and the elements of Component 1: Leadership.

1.   Why change; resistance and how best to overcome

2.   Examine Change models including Professor John Kotter's eight steps to transformation and William Bridges Transitions.

3.   Learn the Change curve and the need to adopt different leadership styles

4.   Understand employee engagement and how to re-build engagement during change

5.   Learn about Talent Management and some tools to help attract, retain and develop key talent

6.   Understand the 9 - box talent matrix, how to use a talent forum and the need for succession planning

## Assessment

Students will be assessed through assignments on leadership and the development of key leadership insights and practices.

The module assessments encompass 4 elements

| | |
|---|---|
| **Assignment 1 - 1500 words** | **10%** |
| **Case Study Group Presentation** | **30%** |
| **Assignment 2 - 3500 words** | **30%** |
| **Learning Log** | **30%** |

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

**Reading List**

**Essential Reading:**
Lencioni, P. 2000, *The Four Obsessions of an Extraordinary Executive*, Wiley & Sons
Collins, J. 2001 *Good to Great,* Random House

**Case Studies (these will be provided):**
Ritz-Carlton Case Study
Ernst Shackleton Case Study

**Journals (these will be provided):**
*The 6 Fundamental Skills Every Leader Should Practice*, Ron Ashkenas and Brook Manville, HBR
*Why Should Anyone Be Led By You?*, Robert Goffee and Garreth Jones, HBR
*Leadership that Gets Results*, Daniel Goleman, HBR
*The Most Important Leadership Competencies, According to Leaders Around the World*, Sunnie Giles, HBR 2016
*The Leaders Guide to Corporate Culture*, Groysberg, B., Lee, J., Price, J. Yo-Jud Cheng, J. HBR 2018

**Additional recommended reading**
Kotter, J.P., 2012. *Leading change*, Harvard business press
Bridges, W. and Bridges, S., 2019, *Transitions*: *Making sense of life's changes*
Northouse, P.G., 2018, *Leadership*: *Theory and practice*, Sage publications
Johnson G. and Scholes, K. *Exploring Corporate Strategy*, Prentice Hall

# 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.

- Develop students' appreciation of the importance of Budgeting, Planning and Control in business

## 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 is use on distance learning Masters programmes, such as the MSc in Technology Management.

**Recommended Reading:**
*Accounting for Managers*, Paul M. Collier, Wiley
*Accounting for Non-Accounting Student*, John R. Dyson, FT Prentice Hall
*Business Accounting and Finance*, Tony Davies; Ian Crawford, FT Prentice Hall

**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.

## 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.

# Masterclasses

## Strategy Fundamentals

### Description
These two Masterclasses are designed to inform the students of the different stages of the Strategic Process relevant to an SME.

### Aim
The Masterclasses aim to provide the student with an overview of what strategy is all about and how they can apply different strategic principles to running an SME.
They will work through the differing stages of analysis, planning, design, and execution in the Strategic Management Process.

### Outcomes
At the end of both masterclasses, students will be able to:
1.  Understand the strategic process and its component elements.
2.  Understand the approach to strategy.
3.  Understand the cultural dynamics, as it relates to strategy.
4.  Understand the dynamic capabilities concept and strategic implementation.

### Module Content
1.  Approach to Strategy
2.  Strategic Choice
3.  Vision, Mission and Values
4.  Strategic Analysis
5.  Dynamic Capabilities
6.  Implementing Strategy

## Assessment

There is no assessment associated with these Masterclasses.

**Reading List**

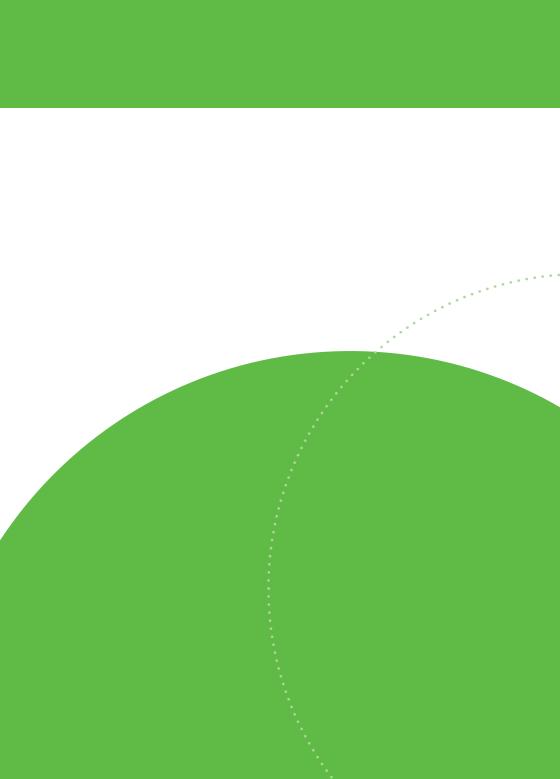Johnson, G. & K. Scholes, (1999) *Exploring Corporate Strategy*

# 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 Colleran 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 of 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 enabled 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

An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta
Department of Further and Higher Education,
Research, Innovation and Science

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