



Irish Management Institute

# IMI MSc in Management Practice



**Executive Education  
Ranking 2013**



**UCC**

Coláiste na hOllscoile Corcaigh, Éire  
University College Cork, Ireland

# Participant Testimonials

This is what past participants have to say about their experience of completing the IMI MSc in Management Practice Programme (“MPP”)...

“The Programme opened my eyes to a huge spectrum of wider business management issues, the majority of which were directly applicable to my current role. You are not learning about abstract concepts, but real world knowledge that is directly applicable to what you do. You bring this knowledge back to your organisation and implement change.”

**Frank Kearney**, Application and Evaluation Group Engineering Manager, Digital Video Products  
Analog Devices

“This programme and its action learning approach puts relevant theory into practice and allows senior managers develop a more objective view of their organisation and its situation.”

**David Murray**, Managing Director  
Irish Ostomy Products Ltd

“Business success is dependent upon the consistency between internal capabilities and the ever changing external business environment. This programme should encourage and help managers to effectively analyse the external environment and develop appropriate internal capabilities.”

**Peter Walsh**, Vice-President for Global Vascular Operations  
Medtronic Corporation

“This programme should provide you with an invaluable learning experience and will challenge you from a personal and business perspective.”

**Bairbre Meehan**, Managing Director  
Ansamed

“This programme will help you to analyse the key principles of your business environment and align the organisation to improve performance.”

**Paddy McDermott**, Director of Sales and Customer Service  
Transitions Optical



## Who This Programme Is For

Participants on this programme typically have had extensive general management experience and now find themselves at CEO level, or are at the top of a major corporate function within the organisation such as financial controller, production director, head of marketing. They are people looking for a new approach to learning and a new way of looking at their organisations.

They can come from large and small indigenous companies, multinational subsidiaries, as well as the state, semi-state and financial services sectors. The average age of participants on the programme will be about forty, with a range above and below this. It is only in exceptional circumstances that participants who are not in their early thirties, at least, will have had the breadth of experience required or the authority to implement the change which is an integral part of the programme.

## The Programme

The Management Practice Programme (MPP) is a two-year degree programme aimed specifically at chief executives and senior managers, run by the Irish Management Institute and accredited and awarded by University College Cork - National University of Ireland. It is designed exclusively for experienced senior people who need to develop their understanding of the complex management issues facing them and their organisation but find it impossible, because of their senior status in the organisation, to go on either a full-time master's programme or a part-time programme which is not directly related to their own organisation and role.

The MPP is a flexible programme made to match participants' emerging needs, rather than restricting them to a pre-made curriculum or agenda.



### Meet the Programme Director Dr. Mary Hogan



Visit [www.imi.ie](http://www.imi.ie) to watch an introductory video for the IMI MSc in Management Practice.

#### Entry Requirements:

- Applicants must:
- Have a university degree (any discipline) or a professional qualification. Applications are also invited from mature non-graduates with significant management experience
  - Have a number of years' experience as a senior manager
  - Satisfy IMI as to their general suitability and ability to deal with the work requirements of the programme

#### Duration And Location:

This programme begins on 30th October, 2014 and lasts for two years. It will run one Thursday and Friday each month from 0830 to 1700 at the IMI's National Management Centre in Dublin.

#### Fees:

€18,855 per annum. Fees are payable annually in advance.

# Programme Design

There are four major phases to the programme over the two-year duration

## Year 1

### Phase 1 (eight months)

During this phase participants:

- Attend a series of monthly seminars (2 days each in length) held at the IMI
- Complete a series of courses on topics of relevance to the practice of management
- Apply the basic strategy, design and behavioural models that are introduced in class to their own organisational environment.
- Document this in a report (orientation paper)

### Phase 2 (four months)

During this phase, the main activities are as follows:

- Continuation of seminars and core programmes, exploring topics in greater depth (2 days per month)
- A deeper focus on the main issues resulting in action targets
- Submission of a dissertation proposal and literature review

## Year 2

### Phase 3 (five months)

In this phase of the programme, the emphasis is on:

- Continuation of common core seminars (2 days in length)
- Extended reading on selected topics
- Making interventions and engaging in progressive learning on the participant's change initiative
- Submission of progress reports (position paper)

### Phase 4 (seven months)

In this final phase, the focus is on:

- Attending seminars
- Completion of intervention, analysis of results, assessment of learning points
- Documenting the initiative in the form of a draft thesis
- Refining of draft and submission of final thesis

# Programme Themes

## Management of Change

- Overview of change- change process map
- Establishing the need for / urgency of change
- Future state visioning, present state analysis
- Transition planning & management
- Managing resistance to change
- Recognising and factoring in the contingency nature of change
- The change agent
- Building political consensus in organisations for change
- The non-linearity of strategic initiatives and change processes
- The apparent inconclusive nature of change initiatives

## Strategy

- Environmental analysis - exploring the key external factors impacting upon the organisation
- Internal analysis - assessing the organisation's competences and capabilities
- Exploring strategic positions - understanding the stakeholder position and linking the macro analysis to challenges and opportunities
- Strategic choices- assessing what are the key strategic options and decisions
- Business Model Innovation - understanding the challenge of adapting the business model
- Strategy implementation - Bridging the analysis and mapping strategic objectives to the action metrics
- Strategy in particular organisation forms (service organisations, multinationals, semi-state, state)

## Organisation Theory and Design

- Evolution of organisations
- Parallel developments in theory
- Growth patterns of a business firm
- Typology of organisational forms
- Complexity & structure
- Bureaucracy
- Lateral organisational capability
- Technology and organisation forms
- Networking, internal marketing & the virtual organisation
- Organisation and environment

## Organisation Behaviour

- Organisational culture
- Leadership
- Power and influence
- Motivation
- Groups
- Engagement and change in organisations

## Information Communications Systems

- Fundamentals of Information Technology
- IT alignment – some perspectives
- IS strategy formulation & execution
- IT portfolio management, governance, organisation and sourcing
- Benefits and business case

## Financial Analysis

- Financial analysis of the firm
- Corporate finance
- Management accounting

## Personal Skills

- You as change agent
- Negotiation skills: - an essential life and business skill
- Influence and becoming the trusted advisor
- Understanding conflict as a driver or resistor of change
- Process of negotiation
- Four keys to effective persuasion

## MPP Learning & Research

- Action learning/learning styles
- Learning cycles
- Research methodology
- Diary keeping
- Using the tutor network
- Preparing thesis proposal
- Reflection in practice
- Preparing a reading programme
- Planning thesis structure
- Recording and interpreting relevant actions
- Writing the thesis
- Group learning from individual project reports

## Action Learning/Research

Recognising that people learn most effectively from the solution of real life problems, the emphasis throughout is on the application of what is being learned to the individual's organisation and job. In order to do this, a high emphasis is placed on one-to-one personal tutoring and consequently the number which can be taken on the programme in any one year is limited. This is a programme that offers the participant a new way of thinking about themselves as leaders in the context of their organisation.

## Programme benefits

The objective of the programme is to bring senior people through real-time personal and organisational development centred around their own job and organisation. The hallmark of the programme is the authenticity which comes from its practical, action-oriented nature. Thus both the individual and the organisation benefit.

## Tutoring

From the outset, each participant is allocated a tutor drawn from a range of experienced backgrounds. It is the tutor's job to help the participant pace themselves through the programme, to give guidance in reading and study, to help in the choice of topic for the action learning project and to give ongoing guidance in the research.

## Progressive learning

Each month a set of tasks is completed by participants. These tasks use the ideas they are learning and reading about to describe and analyse their organisation and job. They form the basic building blocks of each of the major documents submitted.

## Evaluation

While the thesis submitted at the end of the programme is the principal form of evaluation, the other main evaluation points on the programme are as follows:

- The orientation paper, submitted 7-8 months into the programme—focuses on a forensic examination of the organisation using the learning from the start of the programme. Subject to satisfactory performance, participants proceed to the second phase.
- The thesis proposal and literature review, submitted 12 months into the programme—a document outlining the proposed initiative as well as pinpointing and reviewing the relevant literature and is submitted both verbally and in writing.
- The position paper, submitted 16 months into the programme. This is another major document submitted to the programme staff, enabling them to isolate any problems and provide required assistance.
- The first draft of the thesis, submitted 21 months into the programme—feedback from programme staff and tutors provides the impetus for refining this draft and preparing the final thesis.
- The thesis, submitted 2 years after the start of the programme.

Supportive feedback is a primary feature of the programme and is provided on an ongoing basis.





The change initiative which forms the basis for the thesis is selected by each participant in consultation with his/her tutor and the Programme Director. While the theme is an individual choice, they will typically focus on strategic change, organisational structure change, or organisational process change. All projects will focus on management issues and problems, not technical problems.

**Examples of thesis topics include:**

- The manager of a healthcare multinational's Irish manufacturing subsidiary takes action to reposition the plant to become a centre for global manufacturing and technology development.
- The deputy chief executive of a major semi-state organisation develops an approach by which the top management process can be improved by a commitment to structured and systematic learning.
- The general manager of a multinational subsidiary develops and implements strategies to increase the dependence of the parent on its Irish subsidiary.
- The managing director of a small manufacturing firm whose product market is in decline develops a planning system suited to the needs of small companies and their special strategic situations, and applies it.
- The principal of a start-up B2B business arranges funding, launches the venture and manages the business through turbulent times.
- The CEO of a major hospital re-directs strategy in line with environmental shifts.
- The managing director of a medium sized manufacturing and trading company analyses the causes of decline in profitability, develops a new strategic direction and commences implementation.
- A director of a high-technology knowledge intensive business attempts to introduce strategic management.
- A senior civil servant develops and commences implementation of a comprehensive plan for information technology development in that organisation.
- The managing director of a family business decides to seek an equity partner and manages the post-merger situation.
- The general manager of a bank contrasts two different approaches to the process of change management in the organisation and through this action learning process seeks ways of sustaining this approach into the future.





## Executive Education Ranking 2013

IMI is the only Irish business school to be ranked globally for the provision of customised executive education by the Financial Times.



### Join IMI

IMI is Ireland's only professional body dedicated to promoting the highest standards of management and leadership excellence. Our network is for corporate and individual members who want to improve their own and their organisation's performance through excellence in management and offers a wide range of business and learning services to members.



### IMI Alumni Network Stay Connected

Our Alumni Network provides continued support to graduates after they have completed their programme with us. It aims to help them transfer their learning back to the workplace and to offer career guidance and personal development opportunities. It is also a great way to stay in touch with classmates, make new contacts and keep up to date with activities at the IMI.



expertise you can put into practice

To find out more visit [www.imi.ie](http://www.imi.ie)    freefone: 1800 22 33 88  
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