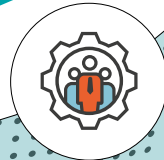
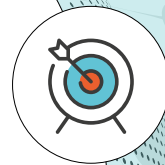


# IMI Diploma in International Business Development

Expand your  
business activities  
into new and  
emerging markets



# Participants Testimonials

**“The IMI Diploma in International Business Development is well structured with a good balance between theory and practice through relevant and recent case studies. One of the strengths of this programme is the fact that students are executives from different industries. This creates the right mixture of students and a very friendly atmosphere where everyone can learn from each other and be exposed to many different business cultures and behaviors. The variety of lectures and subjects, particularly global management, international marketing and cross cultural understanding, provided me with tools and frameworks resulting in a solid understanding of the international business environment. This helped in enhancing my capabilities to manage and develop the business across North West Europe.”**

**Francesco Porcu**, RO Regional Business Manager, North West Europe,  
Siemens Ltd. Healthcare

**“For me this IMI Diploma offered really practical learnings and insights for my role as Senior Market Manager in a fast growing global company trading out of Ireland. The programme covered particularly relevant areas such as cross cultural understanding, negotiation, strategic management and presentation skills.**

**It fundamentally increased my awareness of how to better manage myself, my team and my relationships in a hugely dynamic and multicultural internal and external environment. It provoked me to consider more facets of international business, how it is conducted and really challenge myself to be more mindful around how I prepare for doing business in different regions. I found the feedback from the other members of the group invaluable in terms of their experiences from other markets and from companies of varying stages of development.”**

**Caroline O’Keeffe**, Senior Supply Manager  
Cartrawler



**I found this IMI Diploma to be a very enriching experience. Following the programme I am now equipped with the models, tools and frameworks to help me to look at my business environment in a more effective way.”**

**Des Cunningham**, Business Development Manager  
NVD Ltd.



## Programme Overview

Taking a “whole of enterprise approach”, this IMI Diploma will help to develop international business capabilities in, not just your sales and marketing department, but across all the functions of your organisation through the development of the following competencies, which are required to compete globally<sup>1</sup>:

- + Global & International Leadership Development.
- + Global Virtual Team Management Skills.
- + International Marketing and Channel Management.
- + International Negotiation and Relationship Management.
- + Cultural Awareness.

<sup>1</sup> Forfás. (2012). Key Skills for Enterprise to Trade Internationally.

## Who this programme is for

This executive education programme is appropriate for professionals from Irish export focused SMEs, Irish multinationals, and affiliates of foreign multinationals based in Ireland, either in the manufacturing or internationally traded services sectors. The aim is to develop their competencies in international business, particularly global management and international marketing, in order to enhance their current capabilities to manage across multiple jurisdictions or to grow their businesses in the dynamic global marketplace.

## Typical Roles and Business Functions

This programme will benefit executives of SMEs and multinationals, who are currently or who plan to be, involved in international relationship management or operations.

## Participants may include:

- + Senior executives of an MNE who are seeking to broaden the strategic mandate of the Irish operation by winning more foreign direct investment from their parent companies.
- + Executives involved in international market development, such as Client Managers, Business Development Managers and International Marketing Managers, who are looking to move from a functional to a general manager role.

- + Business consultants involved in international projects, including Senior Programme, Project and Product Managers and Senior Business Analysts, who are seeking to have a broader organisational focus, with a view to progressing to a more senior organisational role.
- + Technical personnel involved in client facing roles, such as Client Engineers and Technical Architects, who wish to develop stronger global business skills.
- + Operations executives involved in supply chain management, distribution and logistics, and service delivery management, who are trying to identify and provide a competitive advantage for their functional area, which will lead to overall superior performance for the organisation.

## Programme Impact

### Graduating participants will be able to:

- + Participate effectively in the global strategic management process in their organisation, including global strategy analysis, development and implementation.
- + Enhance awareness of the global business environment in order to identify opportunities to optimise existing operations and team development strategies to generate a competitive advantage for the firm.
- + Ascertain the cultural and communication challenges of international business, to devise an appropriate organisational response and build individual cultural agility.
- + Critically analyse the customer's buying process and deploy the appropriate marketing and sales response for market penetration, through the development of strong negotiation and partnering skills.
- + Critically evaluate the current sales pipeline process and recommend the optimum approach for market penetration, which will involve the building of relationship management skills.
- + Develop skills to effectively manage cross cultural virtual teams and the transfer of knowledge between organisational entities in different countries.
- + Build self-awareness in their ability to manage in an international business environment, both internally in their organisation and externally as an international business professional, and to also develop their professional and managerial capabilities.

## Meet the Programme Director Norma Murphy



### Programme Duration:

The programme is run over 6 x 3-day modules from November 2017 to April 2018. Modules are held from Wednesday to Friday 09:00 to 17:00 each day at the IMI's National Management Centre in Sandyford.



### Programme Dates:

15, 16, 17 November 2017  
04, 05, 06 December 2017  
08, 09, 10 January 2018  
05, 06, 07 February 2018  
05, 06, 07 March 2018  
09, 10, 11 April 2018

Visit [www.imi.ie](http://www.imi.ie) to watch an introductory video for the IMI Diploma in International Business Development.

# Programme Content



## Programme Features



### Speaker Series

Keynote speakers will deliver a number of current international business topics. Industry practitioners will also share their experience on international business topics to help link theory to practice in extended Q&A sessions.

These sessions will give participants the opportunity to debate international business issues with, and learn techniques from, a series of individuals who have faced leadership challenges at the highest level.



### Teaching Style

Teaching will be based on group discussions, small group and individual exercises. A feature will be the use of case studies to illustrate how the theory of international business can be applied practically to business problems.

These will include analysis of international business topics in a variety of Irish and multinational contexts, bringing major global business issues to the fore in robust classroom debate.



## Global Strategy Implementation

- + Global Organisational Design, Structure, Culture and Control
- + Global Business Ethics & Governance

## International Business Capabilities

- + Negotiation and Relationship Management
- + International Communication & Presentation
- + Cross Cultural Understanding
- + Virtual Team Management

## Global Leadership

- + Global and International Leadership Development
- + Self-awareness in ability to manage in an international environment



## Skills Development

Participants will develop a toolkit of actual skills in negotiation, relationship management, cross cultural understanding, communication and virtual team management, that can be used in any international business context.



## Internal Consultancy

Some assessments will be project based and centred on linking academic theory to real business situations to potentially help solve existing problems or gain further insight into the organisation and access to senior managers.



## Learning Environment & Networking

Modules will be delivered in a structured learning environment at the IMI campus in Sandyford, Co. Dublin, where participants will have the opportunity to network and share experiences with participants from other organisations. Participants will also have access to all of the IMI's state-of-the-art resources, both online and on-site.

**“As a small Irish company competing internationally, I found the IMI Diploma in International Business Development very useful. The mix of theory and practical experiences from the lecturers and fellow participants were extremely beneficial. There is no doubt that elements of the IMI Diploma can now be found in our company strategy.”**

**Tony Byrne**, Commercial Director,  
Irish Breeze – Water Wipes

**“The programme itself is very comprehensive and well managed with a focused use of real topical international business cases to decipher and understand the complexity of international business. The style and variety of teaching is tailored for all business professionals planning or operating in international markets. Successfully using the various tool-kits, models and learnings has helped me strategically plan, build and lead an international team. The IMI Diploma in International Business Development is an ideal course for anyone wanting to explore and develop their international business competencies”**

**James McCann**, Business Unit Director,  
Accuscience (A Pharmed Group Company)

**“The IMI Diploma in International Business Development gives an informed insight, with the support of effective tools, to help companies better manage their international growth.**

**The international dimension and experience of the programme faculty presented a clear understanding of the challenges and possible solutions and allowed for very informed in-class discussions. The programme was hugely beneficial and gave me a new perspective on the requirements to run a successful international business and to assist companies develop through export growth.”**

**Paul Ward**, Manager Seafood Development Centre,  
Bord Iascaigh Mhara





# Meet our world class faculty

The IMI Diploma in International Business Development brings together a dynamic mix of international business experts. The faculty team includes:



## Norma Murphy

Norma is a Lecturer in Global Strategic Management and Project Management. With over 14 years industry experience in Multinational IT companies, Norma has taught on Masters and Undergraduate business programmes at the Michael Smurfit Graduate School of Business and the Quinn School of Business, UCD. In addition, she has delivered management education to dedicated groups from the Irish Aviation Authority and Dublin Fire Service.

A key focus for Norma in her teaching is linking academic theory to actual practice in industry. As a Project Manager and ITIL Service Delivery Manager, Norma has worked for companies such as Hewlett-Packard, Bank of Ireland, IBM and Perot Systems, delivering projects and services through leading virtual global outsource teams. She has also established sales pipe-line processes and account governance structures, as well as developing Project Management Offices. Placed first in class in her Masters from the Michael Smurfit Graduate School of Business, Norma holds a degree in International Marketing and Languages from DCU and has been Project Management Professional certified by the Project Management Institute since 2003.



## George Bennett

George is a highly experienced expert practitioner in all aspects of FDI who has gained over 35 years employment with one of the world's leading FDI agencies - IDA Ireland. During his career with IDA, he has been directly responsible for winning countless new FDI Investments projects and the creation of thousands of jobs for Ireland.

George was a member of the Management & Leadership Team of IDA Ireland and he held a range of senior management positions, primarily in new business investment. He has led inward investment teams in a wide variety of business sectors including Electronics, Software, Services and Consumer. George also held the posts of Director of Communications and Head of Corporate Planning and Strategy at IDA Ireland where he had an overall responsibility for the organisations strategic planning, performance measurement and strategy implementation. Most recently, he was directly responsible for the design and delivery of IDA's new 5 year strategy – “Winning: Foreign Direct Investment 2015-2019”, published in February 2015.

Since departing IDA in June 2015, he now works as a Business Consultant specialising in FDI and Business Strategy Development. He is an FDI Consultant with the World Bank and also lectures on FDI and strategy development programmes in Ireland and overseas. He obtained his MBA from UCD, Smurfit Business School, Dublin.



## Margit Takacs

Margit works as Associate Director and Global Senior Change Management Consultant in a multinational organisation in Germany. As an experienced change practitioner, trainer and coach with more than 12 years experience, she works closely with numerous senior stakeholders to help them adjust and adapt to changes. She has lived and worked in Hungary, New Zealand, Singapore, Belgium, Costa Rica and now in Germany. Given her vast international experience, she is a true advocate of cross-cultural cooperation and multi-disciplinary teams working together. She holds a bachelor degree from Hungary, an MBA from the US and a diploma in personal performance coaching in the UK.



## Professor John Mangan

John is one of Europe's leading educators in the field of logistics and supply chain management. He is based in the Faculty of Science, Agriculture and Engineering at Newcastle University in the UK where he teaches on various masters programmes and leads a multidisciplinary research team. He worked full-time at IMI between 1998 and 2005 and led many of the Institute's flagship programmes in addition to acting as Director of Research. John is co-editor of the International Journal of Logistics Management and his textbook (Global Logistics and Supply Chain Management, published by Wiley) has become one of the standard textbooks in the field.

He earned his doctorate in logistics at Cardiff University, completed a Fulbright scholarship at Boston College, and spent a sabbatical at MIT. In his early career he worked in the airline industry, the Irish Civil Service and at University College Dublin. John has taught on various management development programmes throughout the world, and conducted an extensive range of consultancy assignments across various sectors including transport, biotech, food, retail and government.



## Brian English

Brian is CEO of Qupact and is an internationally renowned expert in sales channel development. He delivers on prestigious management development programs at business schools and universities. A former Vice President at Emerson (St. Louis) and group Managing Director at XP Power (London), he left XP in late 2002 and in 2003 set up Qupact International and launched PACTTM - a program to guide companies through the complex task of setting up and managing third party sales channels in international markets. In addition to executing PACTTM programs for client companies, Qupact has trained and licensed hundreds of experienced professionals from various industry sectors to use the program in their own, and indeed, in their clients' businesses. PACTTM is endorsed by the Irish Exporters Association as a valuable tool to help both indigenous and multinational companies located in Ireland to establish or expand their positions in overseas markets.



## Entry Requirements

Participants are required to provide evidence of relevant work-based learning at a management level and/or should hold a relevant academic qualification at primary degree level.

## Validation

Successful participants will be awarded both the IMI Diploma in International Business Development and the UCC Postgraduate Certificate in International Business Development. The Postgraduate Certificate qualification is validated and awarded by University College Cork – National University of Ireland, Cork and is a Level 9, Minor Award on National Framework of Qualifications. By completing this programme you will also earn one-third of the credits required to be awarded a masters qualification.

## Assignments and Workload

To attain the IMI Diploma in International Business Development participants are assessed in each of the main subject areas via a variety of practical assignments.

This programme involves no examinations - instead the emphasis throughout is on the practical application of knowledge to benefit you and your organisation. Assessment workload is spread across the year to allow you to combine learning with work and life demands. In order to accelerate learning, between modules participants are expected to complete assigned reading from texts and articles.

## Pricing and Payment Options

For 2017, the IMI offers promotional rates and innovative payment options that make our programmes more accessible than ever.

IMI prices are inclusive of core textbooks and psychometric profiling tools, meals and parking at the IMI National Management Centre. These prices are only guaranteed for the Autumn 2017 intake of the IMI Diploma in International Business Development.

We offer all our programme participants a 10% discount on double rooms at the IMI Residence at the National Management Centre.

Organisations that purchase several IMI Diploma places in any calendar year may be eligible for MoB Corporate Partnership. By becoming an MoB Corporate Partner your organisation can avail of considerable additional volume discounts and other benefits. For more information on IMI pricing, financing options and MoB Corporate Partnership, contact the team at 1800 22 33 88 or email [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie).

## Tax Relief on Tuition Fees

If you are paying for your tuition fees yourself, it is now possible to apply to the Revenue Commissioners for tax relief for this IMI Diploma. The amount of relief available varies from person to person, and may be as high as €1,400. Tax relief is allowable per programme, per participant, per academic year. Relief will not be available for any part of tuition fees which are met directly, or indirectly, by grants, scholarships, employer payments etc. Please see [www.revenue.ie](http://www.revenue.ie) for further information on how to apply for this relief. All decisions on individual tax relief requests are subject to the discretion of the Revenue Commissioners.

### IMI Diploma in International Business Development

#### Corporate Member

€8,390

#### SME

€9,190

#### Non-Member

€9,990

### Monthly Payments

Pay for your IMI Diploma by monthly payments spread over the duration of the programme. There is no interest charged for choosing this payment option. Terms and conditions apply.

### IMI Staged Payments

Pay for 60% of your course in advance of its commencement and the 40% balance is due before the start of your fourth module.

### Reflective Integrated Assignment

Completion of the MBS pathway is contingent on participants completing the RIA (5 credits) capstone assignment. Guidance is offered through a compulsory one-day facilitated workshop and ongoing support and access to the IMI Knowledge Centre is also provided at a cost of €650. Payment is due on acceptance of Diploma three.

For more information on the master pathways, contact the team at: 1800 22 33 88 or email: [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie)



# 15 IMI Diploma Programmes



## Leadership and Change

IMI Diploma in

- Leadership
- Executive Coaching
- Organisational Development & Transformation
- Organisational Behaviour
- Strategic Human Resource Management



## Management Capabilities

IMI Diploma in

- Business Finance
- Management
- Regulatory Management
- Management of Governance and Compliance
- Marketing and Digital Strategy



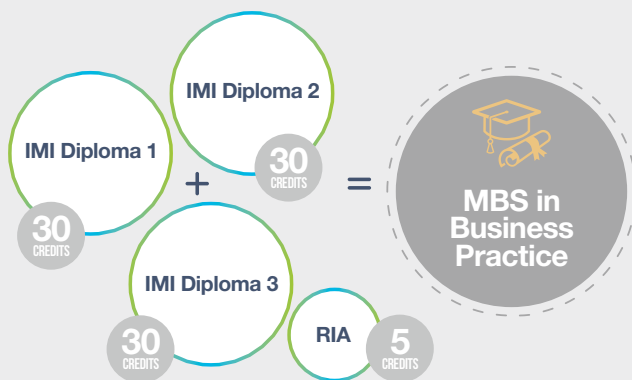
## Strategic Thinking

IMI Diploma in

- Strategy & Innovation
- Data Business
- Digital Business
- Technology Leadership
- International Business Development

## 6 IMI Masters Pathways

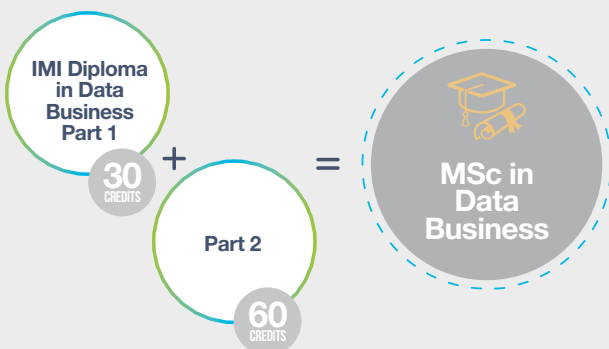
### MBS Pathway



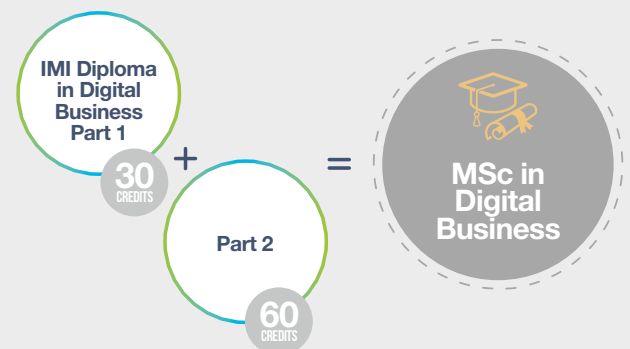
### MSc Pathway



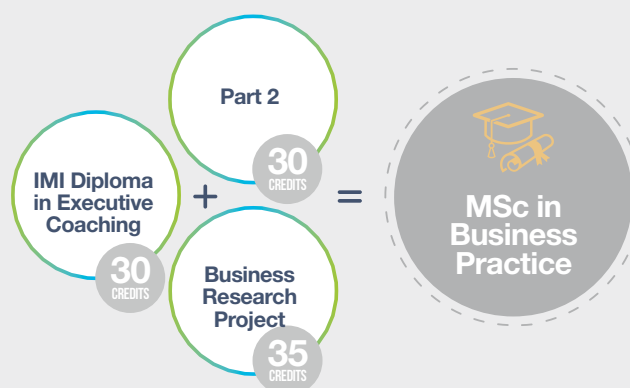
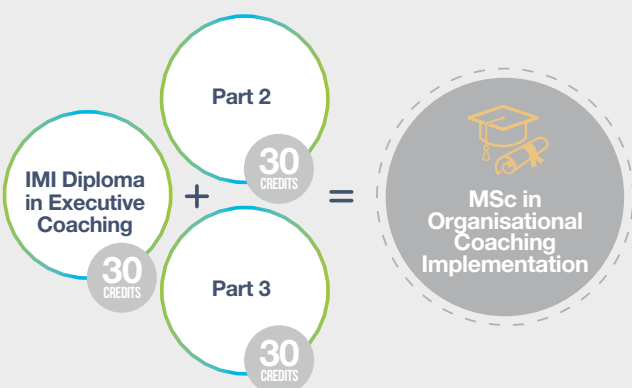
### MSc in Data Business Pathway



### MSc in Digital Business Pathway



### MSc in Organisational Coaching Implementation Pathway



For more information on the master pathways, contact the team at: 1800 22 33 88 or email: [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie)





# IMI Membership 2017

Partnering for Success, IMI Members Achieve More....

## Inform

Your Team



### Masterclasses

- Jennifer Petriglieri
- Manfred Kets De Vries
- Chris Zook



### Advant-Edge Series

- Philip Matthews
- Fiona Buckley
- David Cornick



### Thought Leadership Webinars



### Knowledge Hub



### National Management Conference



### Programme Discounts



### Top Team Days Away

## Transform

Your Organisation

All the Benefits from INFORM Membership plus...



### Talent Forum

- Kevin Mulcahy
- Rob Cross
- Dana Minbaeva



### Network Mentors



### The Connect Lounge

- Fabio Grassi
- Tara Nolan



### Up Close and Personal

To find out more about the benefits of signing up as a corporate member, please contact our Membership Advisors at **1800 22 33 88** or email **membership@imi.ie**