



# IMI MSc in Management Practice



# Key Information



Expert Speakers	Peer-to-Peer Coaching	Major Change initiative	Duration: 2 Years, Part-time	Year 1 Fee: €18,855
Executive Coaching	Action Learning		Location: Dublin	Year 2 Fee: €18,855
Personal Tutor	2 Days per Month (approx.)		Next Start Date: Autumn 2020	

## Accreditation:

*The Master of Science in Management Practice is a 120 ECTS (European Credit Transfer System) Level 9 award on the National Framework of Qualification.*

// As a founder of a company that had recently been integrated into a larger multi-national, the MSc in Management practice gave me a new perspective on what it would take to successfully lead the business through this profound change. When I had finished the MSc, our division within Deloitte had successfully expanded into two new territories in Europe. //

Ken Fennell, *Deloitte*



**Executive Education**  
Ranking 2020

# IMI MSc in Management Practice

As a leader looking to push your organisation to reach new heights, you need a truly transformational developmental experience. Without depth, only surface changes can be made.

At IMI, our flagship MSc in Management Practice will allow you to forge a new path, look afresh at challenges and drive innovative solutions. You will learn by applying theory to real-life problems and implementing a major change initiative in your organisation.

Aimed exclusively at chief executives and senior leaders, the programme is run over two years to allow you to dive in-depth into a serious business challenge or opportunity, apply a solution, and analyse the results.

It has been described as a 'transformative experience' both personally and professionally by past participants due to its action-learning approach.

Reaching new heights requires going beyond the ordinary. With the MSc in Management Practice, the possibilities are extraordinary.

## The MSc in Management Practice will allow you to;

- Look at your organisation from a fresh perspective.
- Create a clear pathway for change in your organisation.
- Drive a specific change initiative, analysing its progress with peer and expert support.
- Further develop your personal leadership skills.

## Who this programme is for:

This programme is for senior leaders in large organisations, SMEs and public bodies, who are responsible for implementing a major change initiative



# Your MSc in Management Practice Experience

With the MSc in Management Practice, you will go through significant personal development while changing the future of your organisation.

## YEAR 1:

PHASE  
01

MONTHS  
01 - 08

### Define your context

During phase 01 of the programme you will outline a specific change project for your organisation. This will allow you to then shape the expert advice delivered around your specific challenges.

Throughout this phase you will hear from world-leading experts in their fields, work with your personal tutor on how you can apply your new knowledge and begin considering your own leadership style and how it influences and affects those around you.

PHASE  
02

MONTHS  
09 - 12

### Refine your strategy and vision

No plan survives contact with the enemy. After a peer and expert review of your change proposal, you will work on refining your strategy — or even completely rethinking the initiative. You will use the knowledge gained to set specific deliverables for both yourself and your organisation.

By the end of phase 02, you will have submitted a proposal for a change initiative that you have the authority to deliver upon.

## YEAR 2:

PHASE  
03

MONTHS  
13 - 17

### Deliver Change

After vision comes change. In phase 03 you will begin implementing the change you previously defined, creating progress reports at key stages to ensure the project remains on track.

Alongside seminars from leading experts that directly address common issues around leadership and driving change, you will also discuss and debate any ongoing issues or potential opportunities with your peers and the other experts in the room.

PHASE  
04

MONTHS  
18 - 24

### Analyse Change

After change comes reality. During the programme you may have opened up a new revenue stream for your organisation, restructured your organisation to meet a digital transformation challenge or launched a whole new business under your brand umbrella.

The final phase of the programme analyses what went right, and what went wrong, and the overall impact of your change initiative.



# Programme Themes

Throughout the MSc in Management Practice experience you will be exploring — through world-leading experts — the biggest challenges facing leaders today.



## 1. Management of Change

- Explore typical change processes and examine past successes and failures.
- Develop strategies to manage the transition between current state and future state.
- Build political consensus and momentum in your organisation for change.



## 2. Strategy towards a Purpose

- Carry out an environmental analysis, exploring the key external factors impacting your organisation.
- Assess your organisation's competencies and capabilities, linking the macro analysis to challenges and opportunities.
- Critically evaluate your current business model and map the challenges in evolving it.
- Bridge the gap between analysis and strategy implementation.



## 3. The Organisation and You

- Influence, inspire and motivate your organisation through developing a greater understanding of what it is, and what it is capable of.
- Examine organisational development processes from diagnosis to delivery.
- Explore psychological principles, techniques and approaches that will have an immediate practical impact for your organisation.



## 4. Real-World Technology

- Gain a deep understanding of the fundamentals of information technology.
- Examine how to align technologies, from software to infrastructure, with your business strategy.
- Develop the business case for IT utilisation and investment, formulating and executing strategy.



## 5. Financial Analysis

- Conduct a financial analysis of your organisation, uncovering opportunities and threats.
- Delve into the facts behind the figures of corporate finance, allowing you make better, more accurate decisions.
- Be better informed of what is really happening in your business through management accounting practices.



## 6. A Winning Leader

- Develop your personal abilities as a leader, leading with authenticity, influence and verve.
- Refresh your negotiation skills, from hardnosed business situations to personal relationships.
- Understand conflict as a driver, and resistor, of change and learn about the four keys to effective persuasion.
- Become an internal change consultant for your organisation, ready to be a guiding hand for major strategic initiatives.



# Key Features and Programme Details

IMI's MSc in Management Practice is designed to fit around your busy schedule. Throughout the programme you will be supported by a personal tutor to guide you through each phase and ask the difficult questions.



## Action Learning

Learning is best done through its direct application and, as a senior leader, you can only justify time away from your desk if you return with measurable outputs.

This programme is an active investigation into your own business that produces concrete results; you don't just describe the action, you take it.



## Personal Expert Advice

An expert tutor will act as your personal guide throughout the programme.

They will give you guidance on your change project and your own personal development, acting as a sounding board for ideas and challenges while reflecting back past experiences and best practice case studies.



## Peer and Expert Strategic Review

There are several evaluation points within the programme journey that will allow you to make adjustments as required, either in your personal leadership development or your change project.

These act as reflection and inflection points for both your change project and your organisation, meaning you always stay on track and with a clear focus.



## Forcing a Fresh Perspective

If you don't regularly take a step back and look at your organisation, you can soon find 'this is how we've always done it' becomes a mantra not just for individual employees, but for entire organisations.

This programme gives you the space and the tools to look at your organisation from a bird's eye view and see it anew.



## Secure Conversations

By virtue of the seniority in the room, significant conversations can be had with your peers that are conducted in total privacy, allowing you to formulate, adapt and change your thinking based on the concrete experiences of other senior leaders.



## Strategic Space

You will be given the time and space to create organisation-defining strategies.

You will be out of the office on one Thursday or Friday of each month. This investment of your time is treated as such — an investment — and each moment is geared towards delivering a return on it.

# Programme Faculty



## Dr Kerrie Fleming

Dr Kerrie Fleming is the Programme Director for the IMI MSc in Management Practice. Kerrie's work and research mainly focuses on organisation behaviour, encompassing organisational change, leadership, management and the role of emotional intelligence on organisational outcomes. She has designed and delivered customized, MBA, Doctoral and Open Leadership and Management development programs to Fortune 500 companies as well as UK and international governments, indigenous and international organizations globally. Her books include *The Leaders guide to Emotional Agility* by Pearson and *Inspiring leadership* by Bloomsbury.

// The MSc in Management Practice journey began as a way to look at my business but became a journey of self-examination as a leader. By looking at my own leadership style and the strategic direction of the company in a different way, I was able to achieve a real improvement in performance, both in the way the company operates internally, and in the external marketplace. //

Ted Wright, *Writech*

// I would recommend the MSc in Management Practice to any senior leader without hesitation. I grew personally and professionally, and am glad to say the business did likewise. //

Dr Robert Ryan, *Medmark*



## Talk to our advisors

To talk to one of our programme advisors and to arrange a one-on-one call with the Programme Director of the MSc in Management Practice, simply contact us through one of the methods below:

**Email** | [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie)

**Phone** | 1800 22 33 88



// My idea of leadership going into the programme was certainly different to how I think of it now. I had thought about leadership as a burden – it was about protecting people. Now I see leadership in everyone, and my role is supporting them to grow themselves. //

Gareth Healy, Group Sales Director,  
*The Healy Group*

// All businesses operate in a world where the one constant is the need to instigate and manage ongoing change. The MSc in Management Practice is uniquely positioned to provide the tools, self-learning and personal growth for senior leaders to embrace and manage change, future proofing you to deal with an ever-changing world. //

Kevin Thompson, CEO  
*Insurance Ireland*

## in numbers

90% 

Over 90% of surveyed professionals feel more prepared to lead their organisations into the future having completed an IMI programme.

 14,000

In the past 5 years, over 14,000 senior professionals have shifted their mindsets through IMI programmes to deliver powerful impacts for their organisation.

500 

Nearly 500 SMEs have energised their performance and advanced their innovation potential through IMI programmes since 2014.

190 

190 of the world's top thinkers have delivered inspiring thought-leadership events at IMI since 2014.

2,500 

IMI has empowered 2,500 organisations to deliver transformational change since 2014.

Top 50

IMI is the only institute in Ireland to be ranked in the global Top 50 in Executive Education by the Financial Times in 2019.



IMI was the highest new entrant on the Financial Times European Business School rankings in 2018.