

MSc in Management Practice



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh



Your Journey Starts Here

As a leader looking to take your organisation to new heights, a wide-ranging and transformational developmental experience is needed.

The MSc in Management Practice encourages you as a senior leader to adopt new ways of seeing, thinking and acting. An action research project promotes an active enquiry process which prompts you to look beyond the familiarity of the status quo and establish ways of working together. The programme has a distinct heritage dating back to 1976 and participants join an extensive alumni network.

While traditional Master's programmes focus on individual aptitude and skill, the MSc in Management Practice has a targeted learning focus on disrupting and rewiring social norms. This approach reflects the latest CEO research* which suggests that C-suite leaders should take four actions to advance their agendas through targeted learning:

- Develop a holistic view of strategy execution challenges;
- Use targeted learning to intervene in the places that matter most for the CEO's agenda;
- Measure impact through leading metrics linked to execution;
- Position the learning function to address strategic problems from the outset.

The programme is blended, offering high-impact monthly seminars which can be attended virtually. The seminars are designed to offer contemporary thought leadership in key functional areas such as leadership, strategy, finance, marketing, IT and organisational design. These experiential seminars will empower you to translate your change project into action through coordination with peers, feedback from the programme director and a team of programme tutors.

In addition, the programme offers you a personal tutor who works closely with you to identify and target a major change initiative. The result is that you will begin to deploy your new skills in a strategic way and resolve key execution problems and social challenges to drive solid strategic change.

*Fulton, J. and Warner T. (2021) 'Executing the CEO's Agenda Through Targeted Learning'
MIT Sloan Management review.



Why the **MSc in Management Practice?**

The MSc will take you on a hands-on learning journey that will help you develop the leadership and change skills needed to transform any organisational context. The use of Action Learning Projects ensures that all of the modules and assignments that you undertake on the programme are white papers, helping you translate your organisational change project into action. It will allow you to articulate your change project and apply the latest thinking, and you will return to work enabled to develop and support a creative culture within your organisation.



Participant **profile**

This programme is for senior leaders who have the authority to execute a large-scale change project:

- Chief Operating Executives of public or private sector organisations or Business Unit Managers who want to strengthen their ability to lead change and enhance their organisation's performance across key areas.
- Senior leaders seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture.
- Small or Large Business owners seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean start-up.
- Senior change leaders in groups/teams to collaborate on an Action Learning Project tailored to their organisation's context



How the programme will **benefit** you

Becoming a pioneer of leadership and change in your organisation requires mastering some of these fundamental skills through our MSc programme:

- Uncovering opportunities by looking at problems and situations with a multi-stakeholder mindset and global context.
- Reframe your thinking to search for novel alternatives to your existing solution paths to achieve the CEO/COO agenda.
- Begin to understand what aspects of your own values can be leveraged to become an engaging and authentic leader of change in your organisation.
- Embrace an experimental attitude to execution so you can iteratively discover what is truly useful, feasible and viable for your organisation.



Programme structure

The programme is delivered in four phases over 24 months. You will attend several transformational seminars, distributed evenly between virtual and face-to-face interactions at the IMI campus in Sandyford, Dublin. By the end of the programme you will have completed a thesis which captures your Action Learning Project and fulfils the credit requirements of the programme.

You will receive short, specific assignments (1,000–1,500 words) after each seminar on the subject area covered, which will allow you to practise your writing and evaluation skills.

Phase 1 (0–8 months)

Define your context



During phase 1 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 2 (9–12 months)

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 2, you will have submitted a proposal for a change initiative that you have the authority to deliver upon.

Phase 3 (13–17 months)

Deliver Change



After vision comes change. In phase 3 you will begin implementing the changes 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 4 (18–24 months)

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.



Assignment:

Each phase of the programme will have an assignment requirement, culminating in a thesis.



Viva Voce:

You will defend your thesis in front of a panel of tutors (not including their supervisory tutor) and the examiners.



Programme **content**

The programme covers a range of key areas, with year 2's seminars customised to the needs of the cohort. Themes explored in the programme include:

Organisational Behaviour

(Leadership, Culture, Power and Engagement)

The transformational force that helps organisations embrace change, develop products, services and experiences that connect and resonate with stakeholders which includes consumers, employees and the wider ecosystem. Stakeholders are demanding more meaningful connections with businesses. Your role as a senior leader is to get ahead of those needs. These sessions will ensure that you are aware of the needs and how to meet them by examining the latest thinking in purpose and value-led leadership.

Organisational Design

Success requires learning at scale, with speed, in the places where it will matter most. For most companies, organisational lethargy poses a significant risk for execution. These sessions will discuss how modern organisations have evolved, characterise different organisation types with their respective contexts, structures and management styles, and explain their characteristics, strengths and weaknesses. You will learn to apply organisational models analytically and diagnostically.

Managing change

Learning is a valuable tool for CEOs to drive change. This part of the programme will examine the tools and techniques used, the main execution problems and how to drive strategic change. While traditional approaches to leading change focus on individual aptitude and skill, targeted change management focuses on the ways individuals work together, namely on disrupting and rewiring social norms.

Strategy

Dynamic and successful organisations have managed to carve out a competitive advantage despite the uncertainty brought about by the pandemic. These sessions aim to help you address your key business challenges in innovative ways, and will evaluate your current value chain, a multi-stakeholder system approach, as well as design and execute a strategy which is deployed in a strategic way.

Other themes explored throughout the programme include:

- ✓ Strategic IT
- ✓ Marketing
- ✓ Personal skills
- ✓ Finance
- ✓ The global economy
- ✓ Research methods
- ✓ Academic writing skills
- ✓ Regulatory economics
- ✓ Environmentally sustainable and green strategies (ESG)





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.



Key learning outcomes

On completion of the MSc in Management Practice you will be able to:

- + Bring yourself and your senior team through **real-time leadership development**
- + Bring the organisation and its people through a **fundamental organisational change**
- + Apply **appropriate analytical frameworks** to their organisation with a view to providing a clinical analysis of the organisation
- + Develop practical **business research techniques** for application to business situations
- + Develop, integrate and apply **deep subject matter expertise** on business issues relevant to their situation
- + Determine practical, ready-to-implement recommendations to **address a major real-life challenge** facing your organisation
- + Use a **range of general practical problem-solving skills** in the context of yourself, your organisation and the external environment
- + Analyse and develop participatory **strategic analysis and direction** for your organisation
- + **Develop and enhance** deep personal reflective and self-awareness skills
- + Lead your organisation **into the future**

Programme Director:



Dr Kerrie Fleming, B.Comm, MSc, PhD.

IMI Associate Faculty

Managing Partner of ELEOS Ltd.

Senior Faculty and Associate Dean at Ashridge Executive Education

Kerrie is managing partner of ELEOS Ltd, which specialises in leadership development and transformative change in organisations while considering the wider ecosystem of clients, suppliers, society and the environment. Kerrie has worked for over a decade as a facilitator and consultant in leadership, emotional intelligence and organisational change. She began her career in strategic acquisition management, account management and customer service within the European Food Industry before completing a PhD in organisational behaviour which examined the role of emotional intelligence and innovation in architectural practices in Ireland.

As a Client Director and facilitator at Ashridge, Kerrie has designed and delivered customised, MBA, EDOC and Open Leadership and Management development programmes to senior executives, incorporating sessions on emotional intelligence, organisational change, resilience, influencing, strategy and innovation to Fortune 500 companies as well as UK and international governments, indigenous and international organisations.

Her book, *The Leader's Guide to Emotional Agility*, published by Pearson FT was shortlisted for the CMI Management Book of the Year Awards and, along with Roger Delves, is editor of *Inspiring leadership* with Bloomsbury. Her work has been featured in Forbes, the BBC and her leadership research is presented at her Hult TEDx talk.

Testimonials

// As a founder of a company that had recently been integrated into a larger multinational, 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

// 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, RSA Insurance Ireland

// 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, Writtech

// 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



Dates:

Programme Dates for Year 1: **2021/2022**

Orientation: **October 2021**

The programme will run over two days each month, for a total of 20 days across the year.



Accreditation:

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

The Master of Science is awarded by University College Cork.



Entry Requirements:

Entry to the programme is based on the applicant holding a Level 8 degree with a classification of Second Class Honours, and having at least five years' work experience, a minimum of three of which is at managerial level. Standard University RPL regulations apply.

Each applicant whose first language is not English is required to show evidence of the successful completion of an IELTS or TOEFL test.

The English language requirement for this programme is an IELTS or equivalent score of 6.5 and minimum individual sections 6.0.



Fees:

€18,855 p/year



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 | **Phone:** 1800 22 33 88

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