

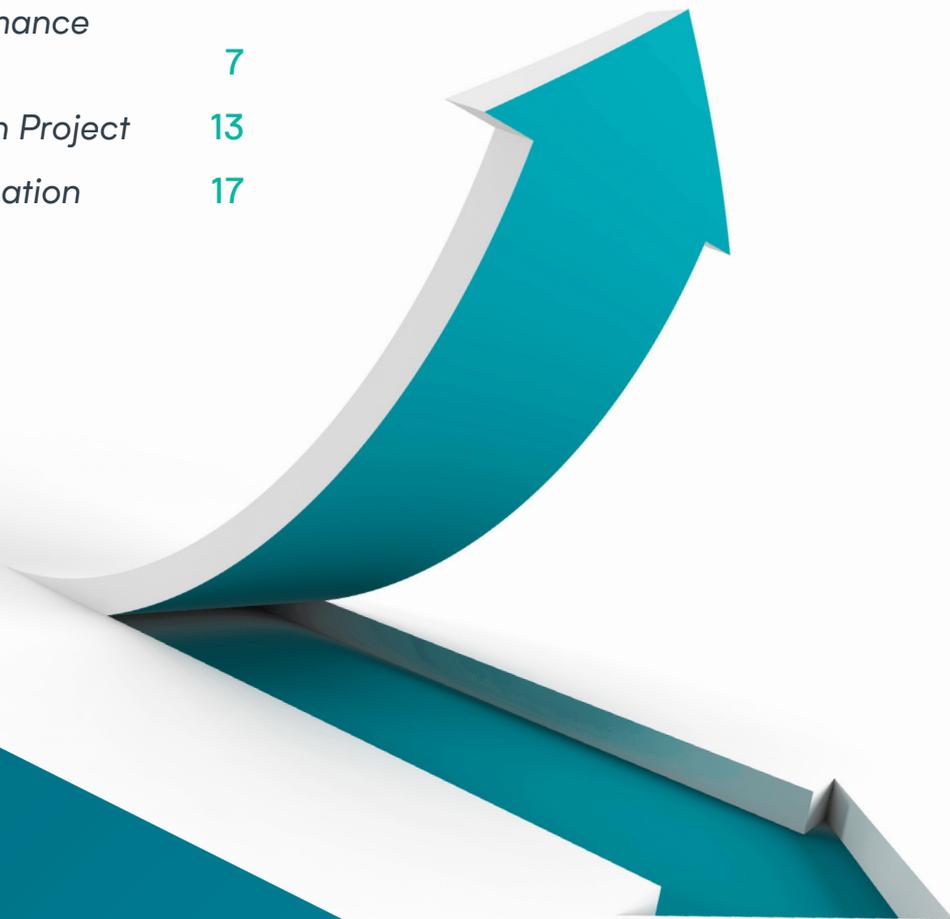


Master of Business Framework





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Your Passport to Performance

Bring new perspectives, fresh thinking and innovative ideas into your organisation with the IMI Master of Business Framework.

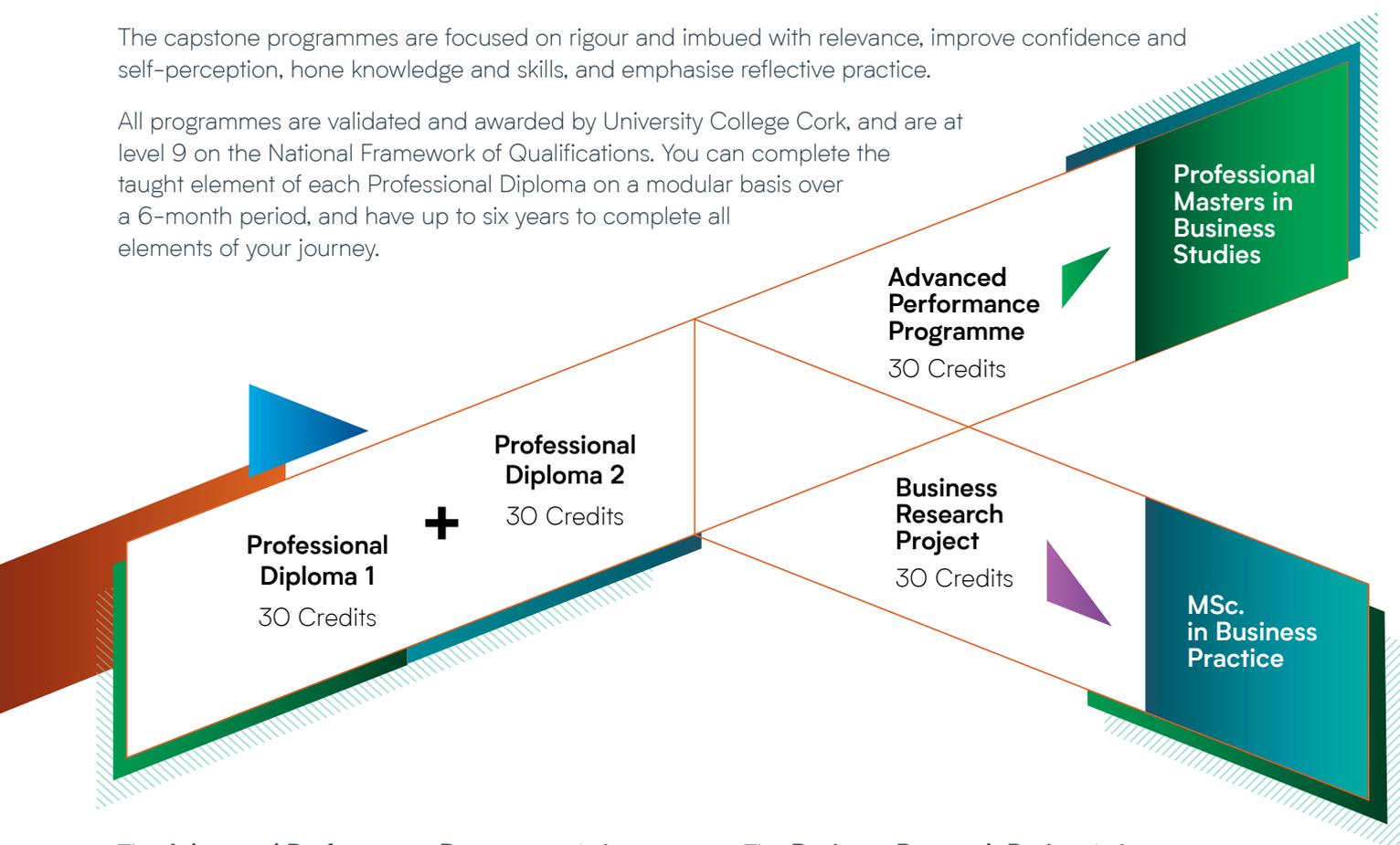
Master of Business Framework

The Master of Business gives you the flexibility to choose the subjects that are right for your needs, while building up to a Masters Degree qualification. Each element of your journey promises to be an energising learning experience leading to a world class qualification.

There are two pathways you can take to achieve your Masters qualification with IMI. Both pathways require you to complete two Professional Diplomas before choosing a final capstone programme to bring your learning together in an integrative experience, that will positively impact your professional career and your organisation.

The capstone programmes are focused on rigour and imbued with relevance, improve confidence and self-perception, hone knowledge and skills, and emphasise reflective practice.

All programmes are validated and awarded by University College Cork, and are at level 9 on the National Framework of Qualifications. You can complete the taught element of each Professional Diploma on a modular basis over a 6-month period, and have up to six years to complete all elements of your journey.



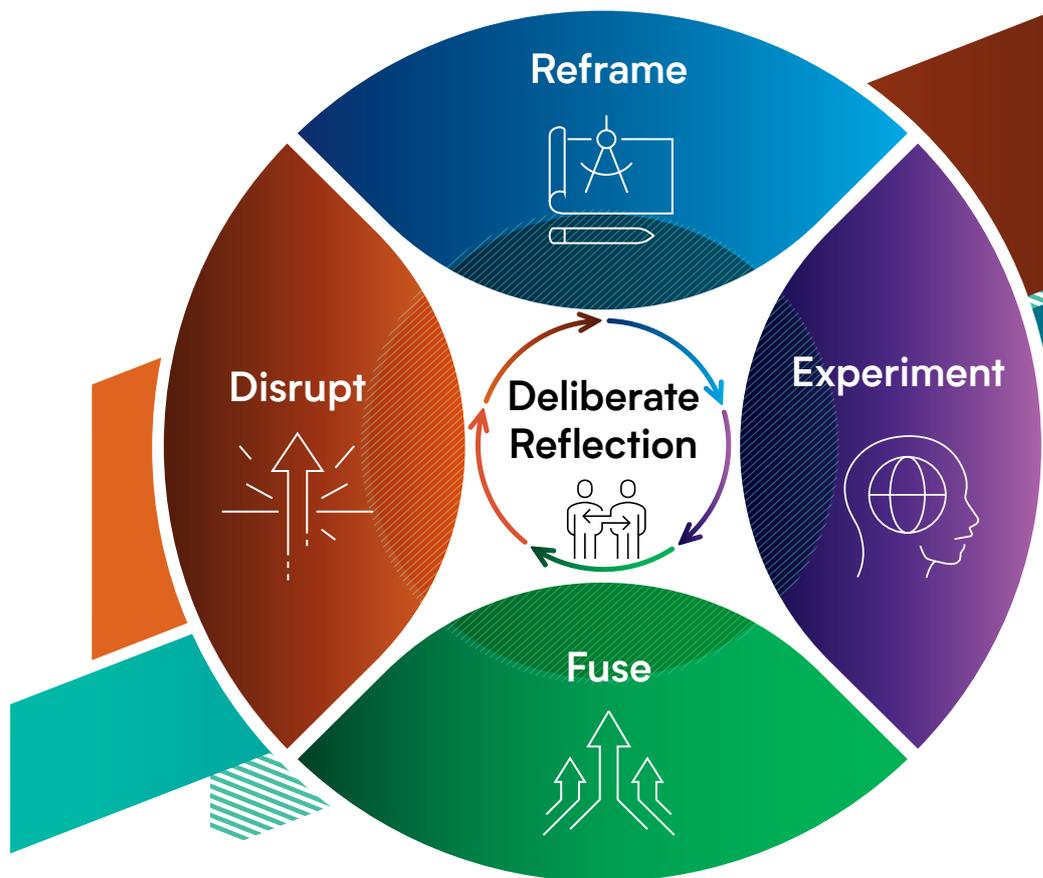
The **Advanced Performance Programme** is for professionals who want to bring their leadership capabilities to a new level. Through a blended focus on the individual, the organisation, and future trends, the APP serves to synthesise the learning outcomes of your IMI journey. Designed and delivered in partnership with Cork University Business School, this is the final step on the pathway to a Professional Masters in Business Studies, Ireland's first Professional Masters of its kind.

The **Business Research Project** is for those professionals who want to address a complex business challenge and execute a strategy or develop a strategic response that could change the future of their organisation. This pathway will lead to a MSc. in Business Practice award.

High Impact Transformation for Impactful and Transformational Leadership

Our Professional Diplomas and Master of Business Framework will empower you to enhance your leadership potential and allow you to make impacts at the highest level.

IMI's High Impact Transformation philosophy is central to the Master of Business Framework and equips leaders to perform in an increasingly volatile, uncertain, complex and ambiguous business environment.



Disrupt

Interrupts current thought processes to develop a flexible mindset which is responsive & adaptable to fluid and uncertain environments.



Reframe

Stimulates new thinking and strategies facilitating the re-imagining and navigation of complex challenges, fostering the ability to pivot with agility in a high-speed environment.



Experiment

The use of simulations, tailored case studies and customised scenarios provides the platform for testing and fine tuning newly-acquired and emerging approaches.



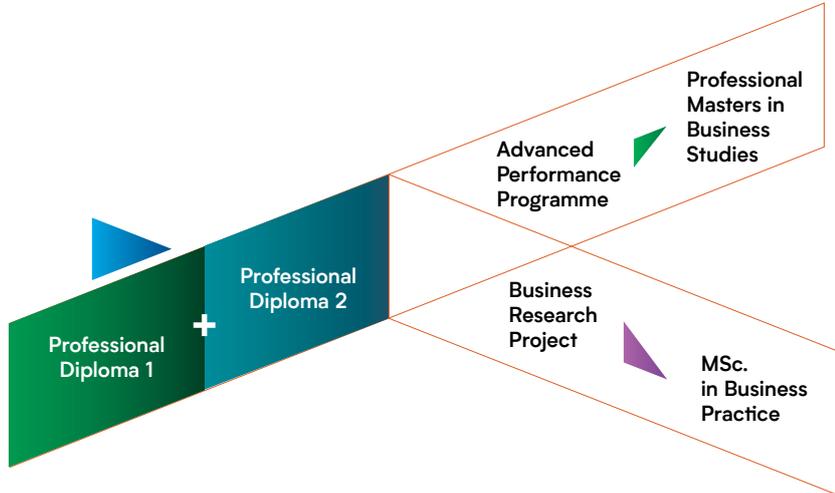
Fuse

Consolidation of the skills which are key to ensuring execution alignment across the organisation.



Deliberate Reflection

Cultivates the habits that embed a practice of enquiry into cause and effect which develops the skills of awareness combined with agile adaptability and rapid responsiveness.



Professional Diplomas

The first step on your Master of Business journey is choosing a Professional Diploma. Using our High Impact Transformation philosophy, these Professional Diplomas will challenge your mindset and push your perspective.



Leadership & Change Suite

Diplomas in:

- Leadership**
Dramatically enhance your leadership skills, awareness, impact and judgement.
- Executive Coaching**
Motivate, inspire and engage your teams to improve performance and make it sustainable in the long term.
- Organisational Development and Transformation**
Design and deliver transformational change that will drive your organisation forward.
- Organisational Behaviour**
Create an organisation where people are motivated, engaged and committed to succeed.
- Strategic Human Resource Management**
Build a high-performing, people-focused organisation which delivers on your core mission.



Strategic Thinking Suite

Diplomas in:

- Strategy and Innovation**
Bring your strategic vision to life by creating an organisation that continuously innovates at the edge.
- Digital Leadership**
Develop an integrated view on what it takes to lead during this era of digital disruption.



Management Capabilities Suite

Diplomas in:

- Business Finance**
Understand, interpret and contribute to your organisation's financial planning and strategy.
- Management**
Develop a comprehensive, practical and critical overview of best-practice management.
- Digital Marketing Strategy**
Discover the strategies and mindset needed to take your marketing activities to the next level.

The **Advanced Performance Programme** is for professionals who want to bring their leadership capabilities to a new level. Through a blended focus on the individual, the organisation, and future trends, the APP serves to synthesise the learning outcomes of your IMI journey, earning you Ireland's first Professional Masters in Business Studies qualification.

Professional Masters in Business Studies

Advanced Performance Programme

Professional Diploma 2

Professional Diploma 1

+

Business Research Project

MSc. in Business Practice

The **Business Research Project** is for those professionals who want to address a complex business challenge and execute a strategy or develop a strategic response that could change the future of their organisation.

Capstone Programmes

Combining IMI's High Impact Transformation learning methodology, expert global faculty and inputs from world-class thought leaders, these programmes act as a synthesising capstone for leaders completing the Master of Business.

Designed and delivered in partnership with



Advanced Performance Programme



Designed and delivered in partnership with

Forging leaders for a strategic world

The Advanced Performance Programme concentrates on empowering and enabling high performance — positioning you to lead from the front in driving your organisation’s future achievements.

Combining IMI’s High Impact Transformation learning methodology and expert faculty from Cork University Business School, this programme provides a roadmap to maximise your potential over the years to come.

Through this highly applied and experiential programme, you will develop expertise, tools and insight across a range of contemporary themes that are central to success in a world of ever-greater uncertainty and opportunity.

By completing the Advanced Performance Programme you will be equipped to take the next step as a future-fit, high-performance executive.

Programme **Impacts**

On successful completion of the programme, you will be able to:



Identify future strategic initiatives to fuel growth in your organisation.



Evaluate and lead through market volatility and organisational uncertainty with a better skillset for managing through a crisis and mitigating risk.



Lead effective organisational design improvements, by enhancing organisational agility and resilience.



Develop and deliver a roadmap to move from organisational purpose to performance.



Orchestrate high performance, people and processes in your organisation.

In Brief:

Dates:

5-7 October	18-20 January
2-4 November	15-17 February
30 Nov-2 Dec	22-24 March
(2021)	(2022)

Non-member fee: €9,990

Member fee: €8,390

Who is this for:

The Advanced Performance Programme is for professionals who want to enhance their organisational and individual performance. Through an integrated focus on the organisation and getting future-ready, this programme will help you reach a new level of effectiveness and success.

You can look forward to

Action learning

By working in small groups supported by mentors, you will take an active lead in solving problems, turning ideas into action and learning as individuals and as a team. This will help you develop creative, flexible and successful strategies to tackle complexity and ambiguity.

Expert faculty engagement

Engage with expert faculty from Cork University Business School on leadership, strategy and performance.

Innovative assessment methods

A variety of cutting-edge assessment methods will challenge you to reflect on the learnings and apply them, adopting a consultative approach to create a focused analytical report on another participant's organisation.

Experiential and reflective learning

Connect programme learning with your professional experience and organisational realities to reflect on how to develop and apply new knowledge for organisational improvement and personal development.

Global trends and thought leadership edge

Discover the latest research and thought leadership on current issues related to performance, resilience, strategy, innovation and key contemporary topics. Gain access to global business leaders in a series of Mini-Masterclass sessions designed to inspire and reframe your thinking.

Advanced Performance Programme Outline



Module 1: Becoming a Strategic Leader

- Develop a roadmap for strategic leadership in turbulent times
- Create a curious problem-solving mindset to tackle complexity and ambiguity
- Convert strategic ideas and best practices into high-impact organisational frameworks for change
- Foster a management consultancy approach to bring strategic thinking and consultancy mindset to your organisation's structure



Module 2: Delivering Winning Organisations

- Harness data effectively to deliver a sustainable organisation for long-term success and value creation
- Foster an agile and resilient enterprise and put innovation at the heart of the business approach
- Build organisational resilience and reputation and manage ongoing risks and uncertainties during complexity and crisis



Module 3: Preparing for the Future

- Learn how to turn cutting-edge insights into organisational foresight to create a path to strategic success
- Cultivate a micro-macro mindset to be aware of international trends and their effects on innovation and overall business performance
- Apply strategic forecasting methodology to lay the foundation for sustainable competitiveness





Programme Director

Professor Thomas C. Lawton

Thomas C. Lawton is Professor of Strategy and International Business and Director of the Global Competitiveness Institute at Cork University Business School, University College Cork. He is a Visiting Professor at the Tuck School of Business at Dartmouth and the University of Surrey, and an Associate at the Møller Institute, Churchill College, University of Cambridge. He is a Fellow of the Royal Society for Arts, Manufactures and Commerce (RSA) and Fellow of the Chartered Management Institute (CMI). His research focuses on non-market strategy, stakeholder engagement and political risk management when entering and embedding in foreign markets. He also works on business model innovation during corporate turnaround and international expansion. He has published eight books, including *Aligning for Advantage* (Oxford University Press, 2014) and *Breakout Strategy* (McGraw Hill, 2007), and over 50 papers in journals such as the *Global Strategy Journal*, the *Journal of World Business* and *Strategic Organization*. Thomas advises entrepreneurs, managers and leaders on how to develop and enhance their strategic thinking and practice, and he partners with organisations to develop their present and future leaders and chart international growth trajectories. Clients include global corporations in aerospace and aviation, banking and finance, and technology, as well as state agencies working with SMEs to grow and internationalise. He has lived and worked in France, Ireland, Italy, the United Kingdom and the United States, and has designed and delivered executive programmes on corporate strategy, leadership and international business at universities and corporations in Asia, Europe, the Middle East and North America.

Faculty



Professor Wim Naudé

Wim Naudé is a Full Professor in Economics at Cork University Business School, University College Cork. His research focuses on technology, innovation and global grand challenges. More recently, he has co-directed a project funded by the Volkswagen Foundation on the diffusion of artificial intelligence, worked with the UNFCCC to produce a report on climate technology incubators and accelerators, and contributed chapters to the World Trade Organization's World Trade Report and the United Nations' World Youth Report 2020. He held an endowed chair at Maastricht University, was Senior Research Fellow at the United Nations University (UNU-WIDER) and research officer and lecturer at Oxford University. He has held visiting positions at Saïd Business School, University of Oxford, the Brown International Advanced Research Institutes (BIARI) at Brown University and Paderborn University. He has been widely published in scientific journals, as well as edited four books on innovation and entrepreneurship published by Oxford University Press, and available on Oxford Scholarship online. According to IDEAS/RePEC he is ranked amongst the top 10 economists in Ireland.



Professor Eleanor Doyle

Eleanor Doyle is Professor of Economics and Vice-Dean for Internationalisation and External Engagement at Cork University Business School, University College Cork. She is an invited member of the international Microeconomics of Competitiveness (MoC) network of the Institute for Strategy and Competitiveness, Harvard Business School (HBS), led by Professor Michael Porter.



Dr Brane Kalpič

Brane Kalpič is an Academic Lead of Strategic Consulting Projects at Saïd Business School, University of Oxford and an Adjunct Professor of Strategy at IEDC Bled School of Management. He is also a management consultant and a managing partner at Oscail Strategy Group. He graduated from mechanical engineering, and he holds a PhD in Enterprise Integration. He has extensive experience in the manufacturing and IT sector, where he has held different management and board positions. As a management consultant, he has worked for different Tier 1 management consulting firms. His areas of interest and expertise include Strategy, Digital Strategy, Organisation Design, and Service Architecture and Design. Most of his management consulting work is dedicated to Strategy Development, Business and Operating Model and Organisation Design. His recent consulting work is heavily influenced by the rapid growth and development of digitalisation.

Faculty



Professor Anthony McDonnell

Anthony McDonnell (BBS, MCIPD, PhD) is Full Professor of Human Resource Management and Head of the Department of Management and Marketing at Cork University Business School, University College Cork. He is also the current Chair of the Irish Academy of Management. He has held appointments at Queen's University Belfast, University of South Australia and University of Newcastle (Australia). His research has been funded by the Australian and Irish Research Councils and the Ireland Canada University Foundation. He has an extensive publication record in leading international journals, including the Journal of World Business, Human Resource Management (US), Management International Review and the Human Resource Management Journal.



Professor Thomas Garavan

Thomas Garavan is Professor of Leadership Practice at Cork University Business School, University College Cork. He was recently listed in the Stanford University Science-Wide author citation indicators 2020 as one of the top 2% of academics in Economics and business. He is a world-leading expert in leadership development, learning and development, and human resource development (HRD). He has been published extensively in management journals including: the International Journal of Management Reviews, European Management Review, Journal of Business Research, Tourism Management, Information Technology and People and the International Small Business Journal. He was recently elected to the Hall of Fame of the Academy of Human Resource Development, USA.



Professor Ciara Heavin

Ciara Heavin is Professor in Business Information Systems at Cork University Business School. Her research focuses on opportunities for using information systems (IS) in the global healthcare ecosystem and in digital transformation. She has directed funded research in the investigation, development and implementation of innovative technology solutions in the health/healthcare domain. She has published articles in several top international IS journals and conference proceedings. She has co-authored three books with Daniel J. Power: Decision Support, Analytics, and Business Intelligence, Data-Based Decision Making and Digital Transformation, and On Becoming Agile.



Professor S. Armagan Tarim

S. Armagan Tarim is Full Professor of Business Analytics at Cork University Business School, University College Cork. He holds a PhD in Operational Research from Lancaster University and has worked at the University of York, University of Nottingham Business School, Cork Constraint Computation Centre and INSIGHT-Centre for Data Analytics, and Hacettepe University in Turkey, where he served as the Dean of the Graduate School of Social Sciences and the Director of the Institute of Population Studies. His current research interests include production and inventory systems, supply chain management, energy portfolio planning, stochastic modelling and business analytics.



Dr Paidi O'Reilly

Paidi O'Reilly is a Lecturer on the MBA programme at Cork University Business School, University College Cork. He has over 28 years of experience working on and leading innovation projects in a range of organisations, including EMC, Dell, IBM, Google, Facebook, Central Bank, Bank of Ireland and AIB. In 2011 he was awarded a PhD for his action-based research into the innovation models of organisations. He has delivered national and international innovation talks, seminars and workshops. He is passionate about showing businesses how to build teams that use effectual innovation to pursue bolder targets by thinking bigger, starting smaller and moving faster. His specialties include: innovation, entrepreneurship, leadership in complex environments, talent management, design thinking, design research, visual thinking, agile development and software.

Faculty



Dr Claire O'Neill

Claire O'Neill (MSc. Ph.D) is a Lecturer in Marketing, Business Ethics and Sustainability at Cork University Business School. She is involved in ongoing research on environmental education, intergenerational sustainable behaviours and food-related sustainable consumption. She teaches at undergraduate, postgraduate and executive level on the topics of ethics, corporate social responsibility and sustainable consumption. She has a particular research interest in sustainable consumption and the ways in which sustainability-related behaviours are incorporated into everyday life. She also volunteers and is involved in ongoing research as part of UCC Green Campus, a successful third-level initiative similar to Green-Schools, which tackles the challenges of sustainability from a whole-campus perspective.



Dr Tadhg Nagle

Tadhg Nagle is a Lecturer (Business Information Systems) at Cork University Business School, University College Cork, and Associate Faculty at the Irish Management Institute (IMI). He specialises in the business value of data and has created a number of tools and techniques, such as the Data Value Map, to aid organisations in getting the most out of data assets. He is currently an Associate Investigator on the SFI-funded FINTECHNEXT project, investigating the value and impact of Open Banking. He has been published in a range of international journals, including the Harvard Business Review, and presented at several international academic and practitioner conferences.



Dr Damian Tobin

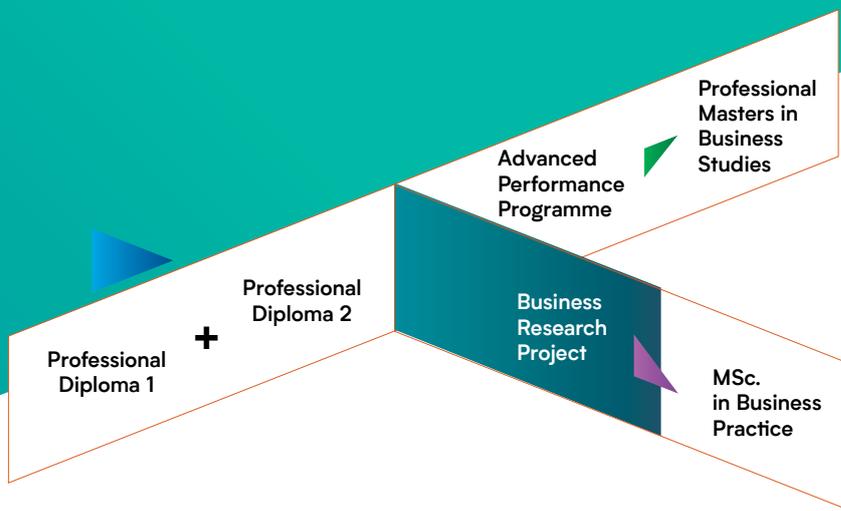
Damian Tobin is a Lecturer in International Business at Cork University Business School, University College Cork. His research primarily focuses on economic and business history, currency internationalisation and the role of the state. He has also been published in such journals as the Journal of International Development, Business History, World Development, Corporate Governance: An International Review and the Journal of Contemporary Asia, as well as in broader media outlets. He has experience in providing economic policy briefings for international corporations, governments, social think-tanks and advisory firms. He is a graduate of the University of Limerick (MBS in Economics and BA in Public Administration) and has a PhD in Finance and Management from the University of London.



Professor David Sammon

David Sammon is a Professor of Information Systems who operates according to the principle that "if you can't draw it, you don't understand it!" In more recent times, his applied research interests are focusing on seeing the opportunity in data through the use of relational data modelling. David's research work has been published in international outlets, such as: the Harvard Business Review, Information Systems Journal, DATABASE, the Journal of Enterprise Information Management, Information and Software Technology and Information Systems Management.





Business Research Project

Solve a business challenge

Allowing you to take the time and space to tackle a complex business question and produce innovative solutions, your organisation will directly benefit from the practical, best-practice driven recommendations which will be the output of your Business Research Project.

Programme **Impacts**

On successful completion of the Business Research Project, participants will:



Develop practical recommendations to address a real business challenge that faces your organisation.



Develop deep subject matter expertise in a business issue of critical importance to your organisation.



Enhance their analytical abilities. They will develop practical business research techniques and hone a range of general problem-solving skills.

In Brief:

Date: 23rd November, 2021
subject to cohort size

Non-member fee: €7,490

Member fee: €7,190

Who is this for:

The Business Research Project (BRP) is for professionals who want to analyse and solve a major business challenge.

You can look forward to

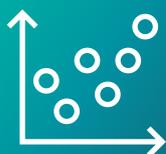
Personal tutor

You will be assigned a personal tutor who will support you throughout your journey, with each participant benefitting from six half-day sessions in total.



Cutting-edge research

Learn to critically analyse theories and concepts so that they can be deployed in organisational settings to transform the business.



Actionable insights

Use the latest research techniques to deliver a research project that produces actionable recommendations in a professional context.



Business Research Project Programme Outline

Participants will benefit from 4 days' teaching in class, while the remainder of participants' time will be focused on self-directed learning and consultation with their personal tutor.



Day 1:
23rd November, 2021

Orientation

with Programme Director
Professor Eleanor Doyle

- What is the Business Research Project and what will be the main learning outcomes?
- How participants will conduct research for their individual projects
- What are the main impacts of the programme?



Day 2 & 3:
8th & 9th December, 2021

Research Methods

with Professor Eleanor Doyle
and Dr Kerrie Fleming

- An examination of classic research methodology and the ethics for doing research
- How the project's methodology can be directly applied to a business context
- An in-depth analysis of Action Research methodology and how it can assist in the critical analysis of organisational priorities.



Day 4:
29th March, 2022

Presentation of research

- Participants present their research project to a panel of tutors to get feedback on their approach and findings, gaining valuable insights before submission of final project.
- Submission of written research proposal by participants.

A Graduate's View:

"For me, the IMI experience was never about the academic achievements (or not depending on my latest results). Certainly, the completion of the MSc is personally fulfilling.

My role within the Irish Prison Service is very much people-centred and the skills I have developed through my participation in the Strategic Human Resource Management Diploma and Executive Coaching Diploma programmes have been invaluable to me in developing an inclusive leadership style.

The knowledge I learned during my Business Research Project has given me a new perspective on the penal system and its impact on society as whole.

I have no doubt that my experience at IMI has had a significant impact on my career progression within the IPS."

Eddie Mullins, Governor Mountjoy Prison



Programme Director

Professor Eleanor Doyle

Dr. Eleanor Doyle is Professor of Economics and Vice-Dean for Internationalisation and External Engagement at Cork University Business School. She is an invited member of the international Microeconomics of Competitiveness (MoC) network of the Institute for Strategy and Competitiveness, Harvard Business School (HBS), led by Prof. Michael Porter.

Faculty



Dr Kerrie Fleming

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.

Programme Tutor



Dr Mary Hogan

Mary is an expert in Career Development, Coaching, Organisational Development, Culture Change and Strategy. She has a strong professional background in healthcare services with a Doctor of Philosophy (PhD) in Asia Pacific Political Economy from the University of Hong Kong. Mary is an experienced business educator with a demonstrated history of supporting leading professionals put theory into practice to improve personal and business performance.

Participant information

Entry Requirements

A candidate's eligibility for each programme will be determined by a combination of their academic qualifications and/or relevant professional experience. Each applicant will be required to complete the IMI "Portfolio of Learning" application form. A primary degree from a recognised third-level institution (NFQ level 8), with a minimum classification of Second Class Honours, will typically be required with five years relevant work experience, at least 3 of which must be at managerial level, however, prior workplace learning will be recognised where applicants do not meet the academic requirement.

This experience may come from a general business or organisational background, or experience working at a management level or in the area specifically related to the Diploma.

Each candidate will meet with the Programme Directors, who will interview applicants in person virtually or physically. The IMI Office of the Registrar will oversee all applications, and the final decision on any application shall remain with the Registrar.

All applicants whose first language is not English will be required to show evidence of the successful completion of an IELTS or TOEFL test. The English language requirement for this programme is an IELTS score of 6.5 with a minimum of 6.0 in each individual section or equivalent.

Validation

Each Masters degree is validated by University College Cork and is at level 9 on the National Framework of Qualifications.

Assignments and Workload

To earn a Masters Degree or Professional Diploma, participants will be assessed through a variety of practical assignments. Programmes will have no examinations; instead, the emphasis throughout is on the practical application of knowledge to benefit you and your organisation. Assessment workload extends across the programme to allow you to combine your learning with your work and life demands.

Paperless policy

Brochures and course materials will exclusively be available to participants on our immersive Virtual Learning Environment. By adopting a paperless approach, IMI and our participants are reducing our carbon footprint and doing our bit for the planet. IMI's mission is to equip leaders to build the future. We are mindful that this future depends on organisations finding creative ways to sustainably deliver performance, both sustainability in the human performance of organisations and in how we use the planet's resources.

Autumn delivery: The health and wellbeing of our participants, faculty and staff remains our priority and we have implemented a range of safety measures to continue to adhere to government guidelines. For this Autumn, our intent is to return to a blended delivery format with a mix of on-site classroom experience and part or wholly online via the IMI Virtual Learning Environment. The balance of in person workshops and online delivery will be informed by government guidelines and from surveying intending participants, and may also vary according to the programme. We will update this message on a regular basis as new information is made available.



**Executive Education
Ranking 2020**

Are you ready to be challenged?

Your business brain has served you well so far, but to really succeed from here, you need to question your assumptions and **push your perspective.**



Challenge your Perceptions

Your time at IMI will change how you perceive and think about the business landscape around you, giving you the mindset and belief you need to fulfil your ultimate potential.



Peer Network

Our classroom experience will enable you to network, share thoughts and ideas with like-minded peers, including 250+ corporate members who span the Irish industry spectrum. This unmatched peer diversity offers invaluable glimpses into business worlds outside your own.



Leading-edge Insights

As global thinkers, we harvest insights from a worldwide community of specialists and distill them into the knowledge we share with you.



World-Class, Guaranteed

Every facet of our executive development is globally ranked by the Financial Times, and we're proud to be amongst the top 100 providers of executive education in the world.



Transformational Change

Our pioneering High Impact Transformation (HIT) learning methodology will ignite your transformation at a personal level, allowing you to make real impacts on your organisation.

About IMI

Leadership. It's more than a job – it's a mindset. It's the capacity to inspire, engage and create new possibilities.

IMI's mission, and passion, is to equip leaders to build the future.

Founded by business leaders for business leaders, we've been empowering world-class executives for over sixty years.

In partnership with Cork University Business School's expert research faculty and an international network of thought leaders, our globally-ranked executive development will challenge, support and inspire you to unlock your potential and fulfil your ambition.

Surrounded by passionate, like-minded executives, you'll be equipped with the tools and insight to shape the future of your organisation.

IMI. Inspiring Leadership Performance.



Executive Education
Ranking 2020

