*(Policy & Procedure for Validation of all Programmes at Level 6-10 NFQ)*

**NEW TAUGHT PROGRAMME EVALUATION PANEL REPORT**

# 1. GENERAL INFORMATION

**1.1 Provider:** Institute of Technology Carlow

**1.2 Dates of Evaluation:** **Stage 1:**
Preliminary Evaluation – October & November 2021

**Stage 2:**
New Programme Evaluation Panel Meetings *via* MS Teams, Thursday 2 December 2021

**1.3 Overview:** The aim of this programme is to provide a Master of Business in Executive Leadership which meets an industry need for their employees to acquire the knowledge, attributes and skills required to manage data in their respective organisations.

This is a skills-focussed programme, designed to meet priority skills needs, and as such reflects Institute of Technology Carlow's commitment to developing Human Capital in the Southeast region and beyond.

The programme is underpinned by four core pillars; Influence, Engage, Coach and Transform. The Influence pillar focuses inwards on the Leader's skills and competencies. The Engage pillar focuses outward on the organisation's marketplace and understanding their customer. The Coach pillar focuses on leaders becoming skilled at listening, questioning, and drawing insights out of the people they supervise and the Transform pillar focuses on the future through development, growth and scalability.

## 1.4    Principal Programme:

| Type of Award | Level | Proposed Programme Title Evaluated | Total Credits | Proposed Embedded Exit Award Evaluated | Exit Credits |
|---|---|---|---|---|---|
| Major | 9 | Master of Business in Executive Leadership, Coaching and Transformation | 90 | Postgraduate Diploma in Business in Executive Leadership, Coaching and Transformation | 60 |
| | | | | Certificate in Executive Coaching | 10 |
| | | | | Certificate in Advanced Strategic Management | 10 |
| | | | | Certificate in Global Business Leadership and Ethics | 5 |
| | | | | Certificate in Marketing Communications in a Digital Era | 5 |
| | | | | Certificate in Data Analytics and Customer Insight | 10 |
| | | | | Certificate in Enterpreneurship and Innovation Management | 10 |
| | | | | Certificate in Sustainable Design Innovation | 10 |

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| **Number of Annual Intakes:** | 1 or as required |
| **Duration:** | 1 year |
| **Target Learner Groups:** | Managers, leaders, CEOs, consultants, and other executives from both within the insurance and financial services sectors or those wishing to enter these sectors as well as other adjacent sectors. |
| **Enrolment Date:** | January 2022 |
| **Expected Number of Learners per Intake:** | 25 per intake |
| **Approved Countries for Provision:** | Ireland |
| **ISCED:** | 0413 |
| **Akari Programme ID:** | 1620 |

## 1.5 Associated Programmes:

| Type of Award | Level | Proposed Programme Title Evaluated | Total Credits | Proposed Embedded Exit Award Evaluated | Exit Credits |
|---|---|---|---|---|---|
| Postgraduate Diploma | 9 | Postgraduate Diploma in Business in Executive Leadership, Coaching and Transformation | 60 | Certificate in Executive Coaching | 10 |
| | | | | Certificate in Advanced Strategic Management | 10 |
| | | | | Certificate in Global Business Leadership and Ethics | 5 |
| | | | | Certificate in Marketing Communications in a Digital Era | 5 |
| | | | | Certificate in Data Analytics and Customer Insight | 10 |
| | | | | Certificate in Enterpreneurship and Innovation Management | 10 |
| | | | | Certificate in Sustainable Design Innovation | 10 |
| Minor | 9 | Certificate in Executive Coaching | 10 | | |
| Minor | 9 | Certificate in Advanced Strategic Management | 10 | | |
| Minor | 9 | Certificate in Global Business Leadership and Ethics | 5 | | |
| Minor | 9 | Certificate in Marketing Communications in a Digital Era | 5 | | |
| Minor | 9 | Certificate in Data Analytics and Customer Insight | 10 | | |
| Minor | 9 | Certificate in Enterpreneurship and Innovation Management | 10 | | |
| Minor | 9 | Certificate in Sustainable Design Innovation | 10 | | |

## 1.6   Evaluation Panel Membership:

| Position on Panel | Title | Firstname | Surname | Position | College / Company |
|---|---|---|---|---|---|
| Chairperson | Dr | Terry | Twomey | TU Project Director | Technological University of the Shannon: Midlands Midwest Campus |
| Secretary | Dr | Fintan | Bracken | Director of the Office for Institutional Planning and Research | Institute of Technology Carlow |
| Academic Representative | Mr | Tony | McMahon | Associate Director of HR and EDI | Irish Universities Association |
| Academic Representative | Dr | Damien | Roche | Head of School of Business & Humanities | TU Dublin, Tallaght Campus |
| Academic Representative | Dr | Pat | O'Connor | Head of School of Humanities | TU Dublin, Blanchardstown Campus |
| Industry Representative | Ms | Colette | Walsh | Assistant National Director, Human Resources | National Ambulance Service, HSE |
| Industry Representative | Ms | Sinead | Heneghan | CEO | Irish Institute of Training & Development (IITD) |
| Programme Development | Ms | Dolores | McCann | Office of Vice President for Academic Affairs & Registrar | Institute of Technology Carlow |

## 1.7   Staff Attendance Register at Stage 2 Evaluation on 2 December 2021:

Session A:
- Dr Patricia Mulcahy President
- David Denieffe, Vice President for Academic Affairs & Registrar
- Dr Joseph Collins, Head of Faculty of Lifelong Learning
- Lindsay Malone, Deputy Head of Faculty of Lifelong Learning
- Eoin O'Brien, Lifelong Learning Manager

- **Aidan Mahon** — INC Manager - co-author of the Master of Business in Executive Leadership, Coaching & Transformation
- **Damian Rossiter** — CIRDAS Manager - co-author of the Master of Business in Executive Leadership, Coaching & Transformation
- **Carmel O'Neill** — Associate Lecturer with IT Carlow – co-author of the Master of Business in Executive Leadership, Coaching & Transformation (Coaching)
- **Lindsay Malone** — Deputy Head of Lifelong Learning – co-author of the Master of Business in Executive Leadership, Coaching & Transformation
- **Catriona Murphy** — Cluster Manager Ireland South East Financial Services
- **Dr Susan Flynn** — Associate Lecturer with IT Carlow Author of the Higher Diploma in EDI Programme
- **Antonia Brocklebank** — Associate Lecturer with IT Carlow – co-author of the Certificate in Developing Resilience in Social Care Practice Certificate in Promoting Service User Harm Reduction and Welfare and Interventions in Social Care Practice
- **Marian Dowd** — Barnardos Coordinator - co-author of the Certificate in Understanding and Responding to Domestic and Gender Based Violence and Abuse
- **Hazel Graham** — Principal Social Worker – co-author of the Certificate in Understanding and Responding to Domestic and Gender Based Violence and Abuse
- **Mary Ronayne** — CYPSC Coordinator - co-author of the Certificate in Understanding and Responding to Domestic and Gender Based Violence and Abuse
- **Sandra Collins** — Senior CFSN coordinator Carlow – co-author of Certificate in Applied Family Support
- **Dr Joseph Collins** — Head of Faculty, Lifelong Learning
- **Lindsay Malone** — Deputy Head of Faculty, Lifelong Learning
- **Eoin O'Brien** — Lifelong Learning Manager

## 1.8   Stage 2 Agenda:

**Master of Business in Executive Leadership, Coaching and Transformation & *Associated Awards***

- o   *Postgraduate Diploma in Business in Executive Leadership, Coaching*
- o   *Certificate in Executive Coaching*
- o   *Certificate in Advanced Strategic Management*
- o   *Certificate in Global Business Leadership and Ethics*
- o   *Certificate in Marketing Communication in a Digital Era*
- o   *Certificate in Data Analytics and Customer Insight*
- o   *Certificate in Entrepreneurship and Innovation Management*
- o   *Certificate in Sustainable Design Innovation*

**Higher Diploma in Business in Equality, Diversity and Inclusion & *Associated Awards***

- o   *Certificate in EDI Origins and Context*
- o   *Certificate in Legal Framework and EDI*
- o   *Certificate in EDI Policy Development, Implementation and Evaluation*
- o   *Certificate in EDI Management Theory and Leadership*
- o   *Certificate in Innovation and EDI*
- o   *Certificate in Strategic HRM and EDI*

**Certificate in Developing Resilience in Social Care Practice**

**Certificate in Promoting Service User Harm Reduction, Welfare & Interventions in Social Care Practice**

**Certificate in Understanding and Responding to Domestic and Gender Based Violence and Abuse**

**Certificate in Applied Family Support**

|  | **Time** |
|---|---|
| **Private Meeting of Panel Members** - *consideration of Stage 1 Preliminary Evaluation Panel Reports and Responses received; identification of outstanding issues, etc.* | 9-9.45am |

**Meetings with President, Vice President for Academic Affairs & Registrar, Heads of Faculty/Campus/Department and Programme Development Team:**

PART A (Management Team):                                                                          9.45-10.15am
   i.   Proposed new programmes and their context within the Institute's strategic planning
   ii.   Rationale for the programmes

***Rest Break***                                                                                          10.15-10.30am

PART B (Programme Development Team):                                                      10.30-12noon
   i.   Structure, aims and objectives
   ii.   Entry requirements, access, transfer and progression
   iii.   Programme curriculum, module content, learning outcomes
   iv.   Teaching, learning and assessment methodologies.

**Private Meeting of Panel Members** – *to articulate and agree Section 2.2 and Section 3 of the Evaluation Panel Report which includes commendations, conditions, recommendations, etc.*                    12-1pm

***Please note that this is a <span style="color:red"><u>DRAFT</u> Agenda</span> and may be subject to slight alteration.***

## 2.	EVALUATION AGAINST THE VALIDATION CRITERIA

**2.1	Examination of the Programmes:**

**As a result of Covid-19, this is now a 2-stage remote evaluation process:**

**2.1	STAGE 1:  Preliminary Evaluation of the Programmes by the Evaluation Panel (*via* email) including Response by Programme Development Team to Panel Comments before Stage 2 Panel Meeting**

**2.2	STAGE 2:  Evaluation of Programmes at Virtual Evaluation Panel *via* MS Teams on Thursday 2 December 2021.**

## 2.1 STAGE 1: Preliminary Evaluation of the Programmes by the Evaluation Panel (*via* email) before Panel Meeting including Response by Programme Development Team to Panel Comments

| | Examining Criteria | Panel Member Comment | Response by Programme Development Team | ACTIVE / CLOSED |
|---|---|---|---|---|
| 2.1 | Are the proposed programmes in line with the Institute's *Policy and Procedures for the Design, Development, Validation and Withdrawal of all Programmes at Award Levels 6-10 in the NFQ?* | 1.<br>2. No. The Postgraduate Certificate in Executive Coaching is listed on the document cover and on Page 13 as a 30 Credit Major Award. The award has the volume of 30 credits and is therefore a Minor or SP award under the NFQ.<br>The Certificate in Digital Marketing Landscape and Strategy, and the Cert. in Global Business Leadership and Ethics are listed as 5 credit minor awards. The minimum volume of learning for a SP is 10 credits, which is less than that expected by QQI for a Minor Award. Awards smaller than 10 credits are normally classified as Micro-credentials or as "single subject certificates".<br>3. Yes<br>4. Yes<br>5. | 1. The programme team welcome all the comments from the panel and thank them for their observations. We look forward to meeting you all on Thursday.<br>2. This is an error. The correct title is Postgraduate Certificate in Executive Coaching (30 credits) Minor Award. These are 2 standalone Minor Award Certificates which are already validated from other Masters Programmes. They are pre-existing modules at level 9, 5 credits.<br>3. Noted.<br>4. Noted.<br>5. | ACTIVE |
| 2.2 | Has the programme team provided evidence to demonstrate interaction with relevant prospective employers in the development of these programmes? | 1. There is a lack of detail on the nature and depth of the interaction with industry stakeholders. References to industry reports and contributions from various working groups are under developed and lacking in specificity and detail. The identification of two named organisations who have expressed interest in members of their organisations taking some | 1. This programme has been developed with our colleagues in CIRDAS and INC. Insurance at IT Carlow is a single point of contact merging the resources currently available in the Insurtech Network Centre (INC) and the Centre for Insurance Risk and Data Analytics Studies (CIRDAS) to provide a comprehensive and compelling | ACTIVE |

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| | | of the modules is insufficient to demonstrate the market for such a programme and the suggested reliance on one named organisation to send a large cohort of candidates is concerning. (pg 75)<br><br>Page 63 makes reference to Relationships and Partnerships but no detail is provided on how they were involved in the development of this specific programme.  How did the consultative process evolve?  What was their contribution??<br><br>2.      The programme team has engaged with industry reports and literature. There is limited evidence of direct interaction with employers (p79/80). Relationship to CIRDAS and INC needs clarification.<br><br>3.      Yes – the relationship with the industry is actually a very strong contextual feature in the development of this programme.<br>4.  Yes<br>5. | education, research and innovation offering to our collaborative partners within insurance and financial services. More specifically, INC offers subsidised research/innovation solutions and funding for business problems via Enterprise Ireland funding and CIRDAS will offer bespoke and subsidised education solutions for the insurance sector via HEA funding. Though the programme will be a Lifelong Learning programme, the delivery plan for it over the next 4 years are to deliver it to leaders in the financial services and insurance sector. We engaged in consultation with some of our key partners which include AXA through the skills academy we have formed with them, the financial services cluster in the South East, the Manager of which will join us at the panel and also Insurance Ireland, who have also provided a letter of support. More information on the engagement is outlined in the aural presentation also.<br>2.   INC is an Enterprise Ireland DAC and CIRDAS is a Human Capital Initiative (Pillar 3), funded project for 4 years. Both INC and CIRDAS now share the same steering group which include key representatives from the insurance sector (see image 2 below). | |
| 2.3 | Has the programme team provided evidence | 1.      See comments on engagement with employers.  There doesn't appear to have been | 1 & 2.      We have engaged in extensive consultations, primarily with the financial | **ACTIVE** |

| | | any engagement with individual professionals in the sector with regard to expressions of interest. The tables reflecting existing learner demographics reflect a low percentage of candidates from Dublin which may require consideration, given this is where the majority of the potential target market for this programme are likely to be based<br>2.      No. Leaning heavily of evidence of demand for similar programmes from the South East Regional Skills Forum, AXA etc.<br>3.      Yes – not directly from learners (assuming that expressions of interest are from employers rather than individual prospective learners), but demand has clearly been established via Insurance Ireland and Future Jobs reports 2029, through HCI and CIRDAS/INC.<br>4.  Yes<br>5. | services cluster which represent 67 companies across the 5 counties in the South East. (image included below). Further to that, the steering group of INC and CIRDAs were consulted as we Insurance Ireland and AXA through the skills academy. We would feel that the CIRDAS remit is indeed nationwide, however, we are also very cognisant of the existing market of learners in the South East which the Cluster Manager and CIRDAS Manager will talk to at the panel. We also have support from the Engineering Cluster of the South East (letter attached) to demonstrate the wider across sectoral reach of the programme.<br>3.  we have engaged with potential learners through the AXA Skills Academy directly, as well then as employers through the Cluster and INC.<br>4.<br>5. | |
|---|---|---|---|---|
| to demonstrate demand from prospective learners to study on these programmes? | | | | |
| 2.4 | Is the programme(s) concept, implementation strategy well informed and soundly based – considering social, cultural, educational, professional and employment objectives? | 1.    There is a reference on pg 75 to the Faculty of LLL developing niche programmes in response to industry needs but, when considering the mix of modules, combined with the focus on one sector, it would seem that this programme is *very* niche and there needs to be a defence made of the sustainability of a programme of this nature beyond the first one or two intakes. | 1.  We would certainly believe there is a sustainable market for this programme. For the first 4 years, it will be delivered through the CIRAS project and part of the remit of CIRDAS and INC are to create a sustainable pathway of progression for those in the insurance and financial services industries to IT Carlow. Outside of that, we also believe we would be successful in an application to Springboard+ future calls with this | **ACTIVE** |

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| | | 2. The programme concept is attempting to hit a number of different objectives. It will be interesting to see how the programme team plan to achieve the depth required at Level 9 while addressing the breadth of content.<br>3. Yes -strong grounding in LLL and industry engagement.<br>4. Yes<br>5. | programme as our wider Springboard+ led consultations have demonstrated a demand for a need for an executive programme which has a coaching focus.<br>2. We welcome an opportunity to discuss this at the panel.<br>3.<br>4.<br>5. | |
| 2.5 | Are the proposed programme titles fit for purpose? Do they reflect the intended programme learning outcomes and award level? | 1. Executive Education at this level is a very competitive space and the Institute will need to be very sure that it is sufficiently differentiated from its competitors. I would question the inclusion of Digital Marketing in a programme that otherwise focuses on strategic leadership and Executive Coaching seems incongruous.<br>2. Generally yes. See 2.1 above.<br>3. Yes<br>4. Yes<br>5. | 1. We can happily talk to that at the panel and invite feedback from our Industry representatives.<br>2.<br>3.<br>4.<br>5. | **ACTIVE** |
| 2.6 | Do the programmes meet the requirements set out in the relevant IT Carlow *Awards Standards*? | 1.<br>2. Yes<br>3.<br>4. Yes<br>5. | Noted. | **CLOSED** |
| 2.7 | Are programme objectives and outcomes clear, transparent and appropriate with the awards being sought | 1.<br>2. Yes<br>3. Yes<br>4. Yes<br>5. | Noted. | **CLOSED** |

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| | and detailed in the submission document? | | | |
| 2.8 | Are the rationale and requirements for the programmes, including the graduate attributes associated with the programmes, clear, transparent and appropriate and detailed in the submission document? | 1.       There is insufficient detail on the target candidate for this programme.  The combination of modules appear confused and further elaboration on the profile of participant would be welcome.

If individual modules are to be marketed individually and candidates may exit on that basis, more specifics on the target groups for each module should be provided.

2.  Yes – note the page referencing, 1.12 Graduate Attributes on p79/80 and not on p72 as in list of contents. Similar in other sections v. List of Contents.
3.  Yes
4.  Yes
5. | 1.   We hope to have addressed that above, and we will discuss this further at the panel.

The individual module element was core in our approach to the HCI Pillar 3 call to provide agile and innovative approaches for industry to engage in programmes in a granular way by building their micro credentials. This has very much been informed by Industry and we can happily elaborate on that detail, if the panel recommend that for the minor awards. | **ACTIVE** |
| 2.9 | Are the access, transfer and progression arrangements clear, transparent and appropriate?  Are they detailed in the submission document? | 1.   Is there any relationship to be explored between the candidates who have emerged through the Insurance Apprenticeship and their pathway into this programme
2.    Access arrangement are reasonably clear. Transfer and progression options for the students require consideration. (Page referencing different to List of Contents).
3.  Yes
4.  Yes
5. | 1.   We can happily discuss this with the panel.
2.   We can address this at the panel should more information be required. | **ACTIVE** |
| 2.10 | Are the criteria and procedures for | 1.
2.    Not clear. | 1.
2.    We now attach the RPL policy. | **ACTIVE** |

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| | recognition of prior learning (RPL) clear, transparent and appropriate in the submission document? | 3. Yes<br>4. Yes<br>5. | 3.<br>4.<br>5. | |
| 2.11 | Is the curriculum content outlined in the submission document structured and fit for purpose? | 1.<br>2. Curriculum content is appropriate. Structure and level need to be considered.<br>3. Yes, although more specific detail could be provided for Sustainable Design Innovation (section 5.3.1.7 refers).<br>4. Yes<br>5. | 1.<br>2. We welcome a discussion regarding this.<br>3. The module author will look to provide more information regarding this.<br>4.<br>5. | **ACTIVE** |
| 2.12 | Comments on individual modules? | 1.<br>2.<br>3.<br>4. Learning outcomes assessed multiple times<br>Some modules with too many learning outcomes<br>Some modules with not enough learning outcomes<br>Some modules where vague or no information provided on assessment<br>Some modules where learning outcomes do not meet masters' standard<br>Reading lists to be updated and refreshed<br><br>5. | 1.<br>2.<br>3.<br>4. We welcome a discussion regarding this and would welcome recommendations from the panel.<br>5. | **ACTIVE** |
| 2.13 | Where it exists, are the practice placement / work based elements clear, transparent and appropriate for both the | 1. Pg 97 makes reference to participants who are not in employment. However, there is a strong sense throughout the programme that it will be very challenging for candidates to participate if they are not in the | 1. We do. In the first instance, we will be targeting this programme at those in employment, through CIRDAS. Following that, if we are successful in Springboard+ calls, it would be available to those in and | **ACTIVE** |

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| | learner and the employer?  Are they outlined in the submission document? | workplace.  Does the Institute have any capacity to support unemployed participants from this perspective?<br>2.<br>3.   N/A, but programme design provides for applied learning opportunities.<br>4.<br>5. | out of employment. We can discuss this further at the panel.<br>2.<br>3.<br>4.<br>5. | |
| 2.14 | Are the assessment strategies robust, reliable and valid and are they clearly documented in the submission? | 1.<br>2.   Yes<br>3.   Yes, but more indicative content details for the Data Analytics and Consumer Insights module could be provided. (5.3.1.4 refers).<br>4.  There is a lack of clarity with regard to assessment in some of the modules in the programme<br>5. | 1.<br>2.<br>3.   This is an approved programme already based on the information in that module.<br>4.  All modules will have a reassessment option in line with the Institute's policy on this. We can edit the modules in Akari to reflect this more clearly.<br>5. | **ACTIVE** |
| 2.15 | Are the teaching and learning strategies sound and programme specific? | 1.<br>2.  Yes<br>3.  Yes<br>4.  Yes<br>5. | | **CLOSED** |
| 2.16 | Are all ethical perspectives covered within all programme syllabi and is it clearly evidenced in the submission document? | 1.<br>2.   Yes<br>3.  Ethical perspectives aren't addressed for each module. Perhaps further overview detail could be provided in 5.9.3<br>4.  Yes<br>5. | 1.<br>2.<br>3.   We take our ethical responsibilities very seriously and agree this is not explicit in this section. We have interwoven ethical considerations throughout the modules themselves (example: 5.3.1.4 Data Analytics and Consumer Insights Module Aims The aim of this module is to provide students with an understanding of | **ACTIVE** |

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| | | | data analytics and to critically evaluate, select and utilise data analytics (including statistics) and the insights garnered ethically in a digital marketing context, 5.3.1.2 Global Business Leadership and Ethics Critically analyse and compare ethical theories, their assumptions and conclusions, identifying reasons for ethics in enterprising, ethical behaviour of an organization in different fields of its activities, social responsibility, ethical values of managers, influence of values on behaviour, implementation of ethical principles). As an Athena Swan bronze award holder, the Institute also recognises the importance of ethics in our work and Lifelong Learning are a member of the EDI Committee within the Institute.<br>4.<br>5. | |
| 2.17 | Is the teacher-learner dialogue process clear, transparent and appropriate in the submission document to ensure that learners will be well informed, guided and cared for? | 1.<br>2. Yes<br>3. Yes<br>4. Yes<br>5. | Noted. | **CLOSED** |
| 2.18 | Where relevant, are special arrangements for joint/collaborative provision articulated in | 1.<br>2.<br>3. Yes<br>4.<br>5. | Noted. | **CLOSED** |

| | | | | |
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| | the submission document? | | | |
| 2.19 | Has the management of the programme being clearly detailed in the submission document to ensure it will be well managed and resourced and that any joint/collaborative provision has been taken into account? | 1.<br>2.   Yes<br>3. Yes<br>4.  Yes<br>5. | Noted. | **CLOSED** |
| 2.20 | Any other comments? | 1.<br>2.<br>3.  Section 3.2. refers to a "demand across industry for qualified data management and analysis leadership in organisations". It isn't clear to me how this data focus fits with the four pillars approach to leadership.<br>4.<br>5. | 1.<br>2.<br>3.   This is a typo. This is not relevant as you rightly point out to the pillars of this programme.<br>4.<br>5. | **CLOSED** |

**2.2    STAGE 2:  Evaluation of Programmes at Virtual Evaluation Panel *via* MS Teams on Thursday 2 December 2021**


The Panel met with Management and the Programme Team.

Following discussion, the Panel made commendations, conditions and recommendations, all of which are noted under Section 3 of this report.

## 3. DECISIONS *(For the attention of Institute of Technology Carlow Academic Council)*

### 3.1 Determination

The evaluation panel recommend the validation of the following programmes, subject to the following listed under 3.2, 3.3, 3.4 and 3.5 below:

| Award | Type | Level | Approved Programme Title | Total Credits | ISCED | AKARI Code | Duration | Embedded Exit Award (if relevant) | Exit Credits | Linked Parent Programme (if relevant) |
|---|---|---|---|---|---|---|---|---|---|---|
| Major | Masters Degree Taught | 9 | Master of Business in Executive Leadership | 90 | 0413 | 1620 | 1 year | Postgraduate Diploma in Business in Executive Leadership, Coaching and Transformation | 60 | |
| | | | | | | | | Certificate in Executive Coaching Practice | 30 | |
| | | | | | | | | Certificate in Executive Coaching | 10 | |
| | | | | | | | | Certificate in Advanced Strategic Management | 10 | |
| | | | | | | | | Certificate in Global Business Leadership and Ethics | 5 | |

| | | | | | | | | Certificate in Digital Marketing Landscape and Strategy | 5 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Certificate in Data Analytics and Customer Insight | 10 | |
| | | | | | | | | Certificate in Enterpreneurship and Business Modelling | 10 | |
| | | | | | | | | Certificate in Sustainable Design Innovation | 10 | |
| | | | | | | | | Certificate in Sustainable Supply Chains | 10 | |
| | | | | | | | | Certificate in Executive Coaching Philosophy and Purpose | 10 | |
| | | | | | | | | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | |
| Major | | | 9 | Postgraduate Diploma in | 60 | 0413 | 1635 | 1 year | Certificate in Executive Coaching Practice | 30 | Master of Business in Executive Leadership |

| | | | | | | | | | Certificate in Executive Coaching | 10 | |
| | | | | | | | | | Certificate in Advanced Strategic Management | 10 | |
| | | | | | | | | | Certificate in Global Business Leadership and Ethics | 5 | |
| Masters Degree Taught | | | Business in Executive Leadership, Coaching and Transformation | | | | | | Certificate in Digital Marketing Landscape and Strategy | 5 | |
| | | | | | | | | | Certificate in Data Analytics and Customer Insight | 10 | |
| | | | | | | | | | Certificate in Enterpreneurship and Business Modelling | 10 | |
| | | | | | | | | | Certificate in Sustainable Design Innovation | 10 | |
| | | | | | | | | | Certificate in Sustainable Supply Chains | 10 | |
| | | | | | | | | | Certificate in Executive Coaching | 10 | |

| | | | | | | | | | | |
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| | | | | | | | | Philosophy and Purpose | | |
| | | | | | | | | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | |
| Minor | Minor | 9 | Certificate in Executive Coaching Practice | 30 | 0413 | 1685 | 1 year | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Executive Coaching | 10 | 0413 | 1632 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Advanced Strategic Management | 10 | 0413 | 1626 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Global Business Leadership and Ethics in Business | 5 | 0413 | 1633 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Digital Marketing Landscape and Strategy | 5 | 0414 | 1630 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Data Analytics and Customer Insight | 10 | 0413 | 1627 | 36 hours | | | Master of Business in Executive Leadership |

| Minor | Minor | 9 | Certificate in Enterpreneurship and Business Modelling | 10 | 0413 | 1628 | 36 hours | | | Master of Business in Executive Leadership |
|-------|-------|---|------------------------------------------------------------|----|------|------|----------|---|---|--------------------------------------------|
| Minor | Minor | 9 | Certificate in Sustainable Design Innovation | 10 | 0212 | 1636 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Sustainable Supply Chains | 10 | 0416 | 1634 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Executive Coaching Philosophy and Purpose | 10 | 0223 | 1631 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | 0413 | 1629 | 36 hours | | | Master of Business in Executive Leadership |

### 3.2 Commendations & Comments

The Panel commend the Programme Team in bringing forward a flexible suite of programmes.

The Panel recognise and congratulate the Programme Team on their consultation with industry in the region.

### 3.3 Conditions

The evaluation panel require that the Programme Development Team should take note of the following conditions and that a satisfactory response to address those conditions shall be received before the validation is considered by Academic Council of the Institute of Technology Carlow.

1. Title of programme to become Master of Business in Executive Leadership.

2. Programme must be aligned to the *IT Carlow Business Award Standards*;
   (a) All language used is the correct level of the NFQ.
   (b) Ensure that the number of learning outcomes for a module is appropriate to the credit weighting.
   (c) Relevant knowledge skills and competence for business standards.

### 3.4 Recommendations

Recommendations are suggestions made by the Programme Evaluation Panel in the spirit of improving the proposed programme. While these are not binding, the reasons for not incorporating a recommendation have to be clearly stated by the Programme Development Team in its response to the Evaluation Report.

1. Given the extensive offering currently in this discipline area on a National-basis, the rationale for the Major and Minor Awards must be strengthened to ensure that these programmes stand out from the other similar Level 9 Awards in the market.

2. Provide clarity on how the pillars within the Level 9 Major Awards fit with the proposed programme title for the Major Award. Ensure that the pillars are appropriately and clearly mapped.

3. Entry requirements:
   (a) To be clear and transparent in the documentation including equivalences and RPL.
   (b) Investigate changing the work experience requirement so to allow Level 8 graduates to gain entry.

4. Progression and transfer opportunities for learners who take one, or more, of the Minor Awards must be explicitly documented.

5.   Encourage the Programme Team to investigate mapping the Level 9 Major Awards and the Minor Awards to professional accreditation and industry standards.

6.   Investigate the inclusion of additional elective modules or alternative modules, *e.g.* whistleblowing, governance and its importance, *etc*. as opposed to Digital Design and Digital Marketing Landscape and Strategy.  Governance content to be explicit within the module Global Business Leadership and Ethics.

7.   Reading lists and literature references for all modules to be revised to ensure that they are appropriate and current.

8.   Assessment:
     (a) Assessment must be consistent, clear and transparent.
     (b) Clarity to the student on assessment requirements, repeat opportunities and reassessment.
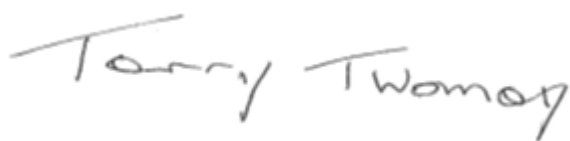     (c) Avoid multiple assessment of learning outcomes.

## 3.5   Response to Evaluation Panel Report By Programme Development Team

The following documents must be submitted as part of the response by the Programme Development Team to the Evaluation Panel Report; all response documents must incorporate comments, conditions and recommendations outlined in Sections 2.1, 2.2, 3.3 and 3.4 of this report:

1. Response to Evaluation Panel Report Section 3.3 and 3.4.
2. Programme Schedules for each programme to be approved
3. Programme Abstract for each programme to be approved
4. Revised Submission Documentation

## 3.6   Approval

Programme Evaluation Report, Stage 1 and Stage 2, Approved by:


**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*


Date: ____17/12/2021_____

**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*


Date: __21/12/2021_____

# Response to Part 2 and Part 3
# of the New Programme Evaluation Panel Report

INSTITUTE of
TECHNOLOGY
CARLOW

Institiúid Teicneolaíochta Cheatharlach

## Programme Details

| Award | Type | Level | Approved Programme Title | Total Credits | ISCED | AKARI Code | Duration | Embedded Exit Award (if relevant) | Exit Credits | Linked Parent Programme (if relevant) |
|---|---|---|---|---|---|---|---|---|---|---|
| Major | Masters Degree Taught | 9 | Master of Business in Executive Leadership | 90 | 0413 | 1620 | 1 year | Postgraduate Diploma in Business in Executive Leadership, Coaching and Transformation | 60 | |
| | | | | | | | | Certificate in Executive Coaching Practice | 30 | |
| | | | | | | | | Certificate in Executive Coaching | 10 | |
| | | | | | | | | Certificate in Advanced Strategic Management | 10 | |
| | | | | | | | | Certificate in Global Business Leadership and Ethics | 5 | |
| | | | | | | | | Certificate in Digital Marketing | 5 | |

| | | | | | | | | Landscape and Strategy | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Certificate in Data Analytics and Customer Insight | 10 | |
| | | | | | | | | Certificate in Enterpreneurship and Business Modelling | 10 | |
| | | | | | | | | Certificate in Sustainable Design Innovation | 10 | |
| | | | | | | | | Certificate in Sustainable Supply Chains | 10 | |
| | | | | | | | | Certificate in Executive Coaching Philosophy and Purpose | 10 | |
| | | | | | | | | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | |
| Major | Masters Degree Taught | 9 | Postgraduate Diploma in Business in Executive Leadership, Coaching and Transformation | 60 | 0413 | 1635 | 1 year | Certificate in Executive Coaching Practice | 30 | Master of Business in Executive Leadership |
| | | | | | | | | Certificate in Executive Coaching | 10 | |
| | | | | | | | | Certificate in Advanced | 10 | |

| | | | | | | | | | Strategic Management | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Certificate in Global Business Leadership and Ethics | 5 | |
| | | | | | | | | | Certificate in Digital Marketing Landscape and Strategy | 5 | |
| | | | | | | | | | Certificate in Data Analytics and Customer Insight | 10 | |
| | | | | | | | | | Certificate in Enterpreneurship and Business Modelling | 10 | |
| | | | | | | | | | Certificate in Sustainable Design Innovation | 10 | |
| | | | | | | | | | Certificate in Sustainable Supply Chains | 10 | |
| | | | | | | | | | Certificate in Executive Coaching Philosophy and Purpose | 10 | |
| | | | | | | | | | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | |

| Minor | Minor | 9 | Certificate in Executive Coaching Practice | 30 | 0413 | 1685 | 1 year | | | Master of Business in Executive Leadership |
|---|---|---|---|---|---|---|---|---|---|---|
| Minor | Minor | 9 | Certificate in Executive Coaching | 10 | 0413 | 1632 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Advanced Strategic Management | 10 | 0413 | 1626 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Global Business Leadership and Ethics in Business | 5 | 0413 | 1633 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Digital Marketing Landscape and Strategy | 5 | 0414 | 1630 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Data Analytics and Customer Insight | 10 | 0413 | 1627 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Enterpreneurship and Business Modelling | 10 | 0413 | 1628 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Sustainable Design Innovation | 10 | 0212 | 1636 | 36 hours | | | Master of Business in Executive Leadership |
| Minor | Minor | 9 | Certificate in Sustainable Supply Chains | 10 | 0416 | 1634 | 36 hours | | | Master of Business in Executive Leadership |

| Minor | | 9 | Certificate in Executive Coaching Philosophy and Purpose | 10 | 0223 | 1631 | 36 hours | | | Master of Business in Executive Leadership |
|---|---|---|---|---|---|---|---|---|---|---|
| | Minor | | | | | | | | | |
| Minor | | 9 | Certificate in Coaching Through Change Management and Coaching Intervention | 10 | 0413 | 1629 | 36 hours | | | Master of Business in Executive Leadership |
| | Minor | | | | | | | | | |

## Part 2
Noted.

## Part 3

| Report Ref No. | Condition | Response | Active/ Closed |
|---|---|---|---|
| 1 | Title of programme to become Master of Business in Executive Leadership | The programme team acknowledge this condition and the documents have all been updated to reflect this change. | Closed |
| 2 | Programme must be aligned to the IT Carlow Business Award Standards; <br>(a) All language used is the correct level of the NFQ. <br>(b) Ensure that the number of learning outcomes for a module is appropriate to the credit weighting. <br>(c) Relevant knowledge skills and competence for business standards. | The programme team have aligned the programme to the IT Carlow Business Award Standards and reflected this in the documents.    The programme team have reviewed the Global Business Leadership and Ethics module whereby, we have reduced the learning outcomes from nine to five. The revised module is entitled Global Leadership and Ethics in Business and is contained in the revised book of modules. | Closed |

| Report Ref No. | Recommendation | Response | Active/ Closed |
|---|---|---|---|
| 1. | Given the extensive offering currently in this discipline area on a National-basis, the rationale for the Major and Minor Awards must be strengthened to ensure that these programmes stand out from the other similar Level 9 Awards in the market. | The programme welcome this recommendation and agree that given extensive offering currently in this discipline area on a National-basis, the rationale for the Major and Minor Awards must be strengthened to ensure that these programmes stand out from the other similar Level 9 Awards in the market. The rationale has now been strengthened throughout the documents and explicitly in section 5.2. | Closed |
| 2. | Provide clarity on how the pillars within the Level 9 Major Awards fit with the proposed programme title for the Major Award. Ensure that the pillars are appropriately and clearly mapped. | The programme team have developed the programme through extensive industry engagement and have framed the programme around the four pillars. Further clarity regarding the four pillars and how they map to the programme has been enhanced throughout the document and explicitly in sections 2.3, 2.5 and 3.1. | Closed |
| 3. | Entry requirements: <br><br>(a) To be clear and transparent in the documentation including equivalences and RPL. <br><br><br><br>(b) Investigate changing the work experience requirement so to allow Level 8 graduates to gain entry. | The programme team welcome this recommendation and the documents have now been updated to more explicitly address the policy and practice of managing equivalences and RPL for this programme in section 4.2. <br><br>The programme team have removed the work experience requirement now in the document under section 4.2. | Closed |
| 4. | Progression and transfer opportunities for learners who take one, or more, of the Minor Awards must be explicitly documented. | The programme team agree that the progression and transfer opportunities for learners who take one, or more, of the Minor Awards must be explicitly documented and the document has now been updated to reflect this under section 4.4.2. | Closed |

| 5. | Encourage the Programme Team to investigate mapping the Level 9 Major Awards and the Minor Awards to professional accreditation and industry standards. | The programme team have investigated mapping the Level 9 Major Award and the Minor Awards to professional accreditation and industry standards and this has been outlined within the document under section 5.6. | Closed |
|---|---|---|---|
| 6. | Investigate the inclusion of additional elective modules or alternative modules, e.g. whistleblowing, governance and its importance, etc. as opposed to Digital Design and Digital Marketing Landscape and Strategy. Governance content to be explicit within the module Global Business Leadership and Ethics. | The programme team welcome the recommendation to investigate the inclusion of additional elective modules or alternative modules, e.g. whistleblowing, governance and its importance, etc. In order to action this recommendation now, the module Global Business Leadership and Ethics has been edited to reflect this and it now explicitly includes reference to whistleblowing, governance and its importance. The revised module is entitled Global Leadership and Ethics in Business and is contained in the revised book of modules.<br><br>The programme team will review the programme annually to ensure that the modules remain reflective of the needs of the sector and where new or changing needs emerge, new elective modules will be added. Having engaged in extensive engagement with our industry partners, the existing modules on the programme have been developed in direct response to industry needs. | Closed |
| 7. | Reading lists and literature references for all modules to be revised to ensure that they are appropriate and current. | The programme team welcome the recommendation to ensure that reading lists and literature references for all modules were reviewed. All modules have had the reading lists reviewed and the updated lists are included in the revised book of modules. | Closed |
| 8. | Assessment:<br><br>(a) Assessment must be consistent, clear and transparent. | The programme team welcome the recommendation to review the assessment to ensure it is consistent, clear and transparent; to provide clarity to the student on assessment | Closed |

| | (b) Clarity to the student on assessment requirements, repeat opportunities and reassessment.<br><br>(c) Avoid multiple assessment of learning outcomes. | requirements, repeat opportunities and reassessment and also to avoid multiple assessment of learning outcomes.<br><br>All modules now have a clear breakdown of the assessment components. All modules also have included the repeat opportunities and reassessment.<br><br>And all module assessments have been reviewed and where applicable edited to provide more clarity on which learning outcomes are being assessed in the assessments to avoid multiple assessment of learning outcomes. | |

**Response Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:  17/12/2021                              `

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:  21/12/2021

# Programme Schedule

| Full Award Title: (include full title and classification) | Master of Business in Executive Leadership | | | | | Akari Programme ID: | | 1620 | | ISCED Code: | | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Award Type: (Major/Minor/Special Purpose) | Major | NFQ Award Level: | 9 | Total Number of Award Credits: | 90 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | | 2 years | | Fulltime or Part-time Delivery: (for this Award Schedule) | | PT |

| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | 1. Postgraduate Diploma of Business in Executive Leadership <br> 2. Certificate in Executive Coaching Practice <br> 3. Certificate in Advanced Strategic Management <br> 4. Certificate in Global Leadership and Ethics in Business <br> 5. Certificate in Digital Marketing Landscape and Strategy <br> 6. Certificate in Data Analytics and Consumer Insight <br> 7. Certificate in Entrepreneurship and Business Modelling <br> 8. Certificate in Sustainable Supply Chain <br> 9. Certificate in Sustainable Design Innovation <br> 10. Certificate in Executive Coaching <br> 11. Certificate in Executive Coaching Philosophy and Purpose <br> 12. Certificate in Coaching through Change Management and Coaching Intervention |
|---|---|

| Total Stages/Years in Award: | 2 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | | 2 | Current Semester Number: | | Modularised |
|---|---|---|---|---|---|---|---|---|---|

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Advanced Strategic Management | M | 9 | 10 | 36 | 100 | | | | 100 |
| Global Leadership and Ethics in Business | M | 9 | 5 | 36 | 100 | | | | 100 |
| Digital Marketing Landscape and Strategy | M | 9 | 5 | 36 | 100 | | | | 100 |
| Data Analytics and Consumer Insight | M | 9 | 10 | 36 | 100 | | | | 100 |
| Entrepreneurship and Business Modelling | M | 9 | 10 | 36 | 30 | 70 | | | 100 |
| Sustainable Supply Chain | M | 9 | 10 | 36 | 100 | | | | 100 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Sustainable Design Innovation | M | 9 | 10 | 36 | 40 | 60 | | | 100 |
| Executive Coaching | M | 9 | 10 | 36 | 60 | 40 | | | 100 |
| Executive Coaching Philosophy and Purpose | M | 9 | 10 | 36 | 100 | | | | 100 |
| Coaching through Change Management and Coaching Intervention | M | 9 | 10 | 36 | 50 | 50 | | | 100 |

**Special Regulations Associated with this Stage / Semester of the Programme:**

*Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: _17/12/2021_____

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: _21/12/2021_____

# Programme Schedule

| Full Award Title: | Postgraduate Diploma of Business in Executive Leadership | | Akari Programme ID: | | 1635 | | ISCED Code: | | 0413 |
|---|---|---|---|---|---|---|---|---|---|

| Award Type: *(Major/Minor/Special Purpose)* | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 60 | Total Duration of Award *(Years, Semester, Month, Weeks or Days):* | 1 year | Fulltime or Part-time Delivery: *(for this Award Schedule)* | PT |
|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: *(list all Major & Minor Awards)* | 1. Certificate in Executive Coaching Practice<br>2. Certificate in Advanced Strategic Management<br>3. Certificate in Global Leadership and Ethics in Business<br>4. Certificate in Digital Marketing Landscape and Strategy<br>5. Certificate in Data Analytics and Consumer Insight<br>6. Certificate in Entrepreneurship and Business Modelling<br>7. Certificate in Sustainable Supply Chain<br>8. Certificate in Sustainable Design Innovation<br>9. Certificate in Executive Coaching<br>10. Certificate in Executive Coaching Philosophy and Purpose<br>11. Certificate in Coaching through Change Management and Coaching Intervention |
|---|---|

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 2 | Current Semester Number: | | ==MODULARISED== |
|---|---|---|---|---|---|---|---|---|

| Module Title *(maximum of 99 characters including spaces)* | Module Status *Mandatory or Elective* | NFQ level | Credits | Hours *Contact Hours Per Week OR Total Hours for Module* | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Advanced Strategic Management | M | 9 | 10 | 36 | 100 | | | | 100 |
| Global Leadership and Ethics in Business | M | 9 | 5 | 36 | 100 | | | | 100 |
| Digital Marketing Landscape and Strategy | M | 9 | 5 | 36 | 100 | | | | 100 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Data Analytics and Consumer Insight | M | 9 | 10 | 36 | 100 | | | | 100 |
| Entrepreneurship and Business Modelling | M | 9 | 10 | 36 | 30 | 70 | | | 100 |
| Sustainable Supply Chain | M | 9 | 10 | 36 | 100 | | | | 100 |
| Sustainable Design Innovation | M | 9 | 10 | 36 | 40 | 60 | | | 100 |
| **Special Regulations Associated with this Stage / Semester of the Programme:** *Please list all appropriate regulations here.* | | | | | | | | | |

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:   17/12/2021

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:   21/12/2021

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Executive Coaching Practice | | | Akari Programme ID: | 1632 | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|

| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 30 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 1 year | Fulltime or Part-time Delivery: (for this Award Schedule) | PT |
|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | |
|---|---|

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 2 | Current Semester Number: | MODULARISED |
|---|---|---|---|---|---|---|---|

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Executive Coaching | M | 9 | 10 | 36 | 60 | 40 | | | 100 |
| Executive Coaching Philosophy and Purpose | M | 9 | 10 | 36 | 100 | | | | 100 |
| Coaching through Change Management and Coaching Intervention | M | 9 | 10 | 36 | 50 | 50 | | | 100 |

| Special Regulations Associated with this Stage / Semester of the Programme: *Please list all appropriate regulations here.* |
|---|

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:   17/12/2021

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:   21/12/2021

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Advanced Strategic Management | | | | | | Akari Programme ID: | | 1626 | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery time | | Fulltime or Part-time Delivery: (for this Award Schedule) | | PT |
| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | | | | | | | | | | | |
| | | | | | | | | | | | |
| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | | 1 | Current Semester Number: | | MODULARISED | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Advanced Strategic Management | M | 9 | 10 | 36 | 100 | | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:** *Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: __17/12/2021_____

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: __21/12/2021_____

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Global Leadership and Ethics in Business | | | | | Akari Programme ID: | | 1633 | | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Award Type:** (Major/Minor/Special Purpose) | Minor | **NFQ Award Level:** | 9 | **Total Number of Award Credits:** | 5 | **Total Duration of Award** (Years, Semester, Month, Weeks or Days): | 18 hours delivery time | **Fulltime or Part-time Delivery:** (for this Award Schedule) | | | PT |
| **List All Associated Embedded Exit Award Titles:** (list all Major & Minor Awards) | | | | | | | | | | | |
| | | | | | | | | | | | |
| **Total Stages/Years in Award:** | 1 | **Current Stage/Year:** | | **Total Number of Semesters per Stage/Year:** | | 1 | **Current Semester Number:** | | <mark>Modularised</mark> | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Global Leadership and Ethics in Business | M | 9 | 5 | 18 | 100 | | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:** *Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:   17/12/2021

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:   21/12/2021

# Programme Schedule

| Full Award Title:<br>(*include full title and classification*) | Certificate in Digital Marketing Landscape and Strategy | | | | | Akari Programme ID: | | 1630 | | ISCED Code: | 0414 |
|---|---|---|---|---|---|---|---|---|---|---|---|

| Award Type:<br>(*Major/Minor/Special Purpose*) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 5 | Total Duration of Award (*Years, Semester, Month, Weeks or Days*): | 18 hours delivery time | Fulltime or Part-time Delivery: (*for this Award Schedule*) | PT |
|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: (*list all Major & Minor Awards*) | |
|---|---|
| | |

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 1 | Current Semester Number: | MODULARISED |
|---|---|---|---|---|---|---|---|

| Module Title<br>(*maximum of 99 characters including spaces*) | Module Status<br>*Mandatory or Elective* | NFQ level | Credits | Hours<br>*Contact Hours Per Week OR Total Hours for Module* | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Digital Marketing Landscape and Strategy | M | 9 | 5 | 18 | 100 | | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:**
*Please list all appropriate regulations here.*



**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
(*TU Project Director, Technological University of the Shannon: Midlands Midwest Campus*)

Date:   17/12/2021


_____
**Dr Fintan Bracken**
**Secretary to Panel**
(*Director of the Office for Institutional Planning and Research, Institute of Technology Carlow*)

Date:   21/12/2021

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Data Analytics and Consumer Insight | | | | | Akari Programme ID: | 1627 | | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|

| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery | Fulltime or Part-time Delivery: (for this Award Schedule) | | PT |
|---|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | |
|---|---|
| | |

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 1 | Current Semester Number: | MODULARISED |
|---|---|---|---|---|---|---|---|

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Data Analytics and Consumer Insight | M | 9 | 10 | 36 | 100 | | | | 100 |
| | | | | | | | | | |

| Special Regulations Associated with this Stage / Semester of the Programme: | Please list all appropriate regulations here. |
|---|---|
| | |

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: __17/12/2021_____          `

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: __21/12/2021_____

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Entrepreneurship and Business Modelling | | | | | Akari Programme ID: | | 1628 | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|

| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery | Fulltime or Part-time Delivery: (for this Award Schedule) | PT |
|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | |
|---|---|
| | |

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 1 | Current Semester Number: | MODULARISED |
|---|---|---|---|---|---|---|---|

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Entrepreneurship and Business Modelling | M | 9 | 10 | 36 | 30 | 70 | | | 100 |
| | | | | | | | | | |

| Special Regulations Associated with this Stage / Semester of the Programme: | Please list all appropriate regulations here. |
|---|---|
| | |

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)
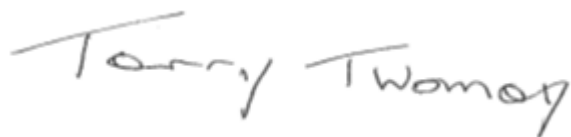
Date:  17/12/2021


_____
**Dr Fintan Bracken**
**Secretary to Panel**
(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)

Date:  21/12/2021

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Sustainable Supply Chain | | | | | Akari Programme ID: | | 1634 | ISCED Code: | 0416 |
|---|---|---|---|---|---|---|---|---|---|---|

| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery | Fulltime or Part-time Delivery: (for this Award Schedule) | PT |
|---|---|---|---|---|---|---|---|---|---|

| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | |
|---|---|
| | |

| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | 1 | Current Semester Number: | MODULARISED |
|---|---|---|---|---|---|---|---|

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Sustainable Supply Chain | M | 9 | 10 | 36 | 100 | | | | 100 |
| | | | | | | | | | |

| Special Regulations Associated with this Stage / Semester of the Programme: | Please list all appropriate regulations here. |
|---|---|
| | |

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: __17/12/2021_____


_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: __21/12/2021_____

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Sustainable Design Innovation | | | | | | Akari Programme ID: | 1636 | | ISCED Code: | 0212 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery | Fulltime or Part-time Delivery: (for this Award Schedule) | | PT | |
| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | | | | | | | | | | | |
| | | | | | | | | | | | |
| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | | 1 | Current Semester Number: | | MODULARISED | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Sustainable Design Innovation | M | 9 | 10 | 36 | 40 | 60 | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:** *Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:  17/12/2021

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:  21/12/2021

## Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Executive Coaching | | | | | | Akari Programme ID: | | 1632 | | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | 36 hours delivery time | Fulltime or Part-time Delivery: (for this Award Schedule) | | | PT | |
| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | | 1 | Current Semester Number: | | MODULARISATION | | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | CA | Project | Practical | Final | Max |
|---|---|---|---|---|---|---|---|---|---|
| Executive Coaching | M | 9 | 10 | 36 | 60 | 40 | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:**

*Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: __17/12/2021_____

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: __21/12/2021_____

# Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Executive Coaching Philosophy and Purpose | | | | | | Akari Programme ID: | | 1631 | | ISCED Code: | 0223 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Award Type:** (Major/Minor/Special Purpose) | Minor | **NFQ Award Level:** | 9 | **Total Number of Award Credits:** | 10 | **Total Duration of Award** (Years, Semester, Month, Weeks or Days): | | **36 hours delivery** | | **Fulltime or Part-time Delivery:** (for this Award Schedule) | | PT |
| **List All Associated Embedded Exit Award Titles:** (list all Major & Minor Awards) | | | | | | | | | | | | |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total Stages/Years in Award:** | 1 | **Current Stage/Year:** | | **Total Number of Semesters per Stage/Year:** | | 1 | **Current Semester Number:** | MODULARISATION | | | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Executive Coaching Philosophy and Purpose | M | 9 | 10 | 36 | 100 | | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:**
*Please list all appropriate regulations here.*

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**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by**:


_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date:   17/12/2021

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date:   21/12/2021

## Programme Schedule

| Full Award Title: (include full title and classification) | Certificate in Coaching through Change Management and Coaching Intervention | | | | | Akari Programme ID: | | 1629 | | ISCED Code: | 0413 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Award Type: (Major/Minor/Special Purpose) | Minor | NFQ Award Level: | 9 | Total Number of Award Credits: | 10 | Total Duration of Award (Years, Semester, Month, Weeks or Days): | | 36 hours delivery | Fulltime or Part-time Delivery: (for this Award Schedule) | | PT |
| List All Associated Embedded Exit Award Titles: (list all Major & Minor Awards) | | | | | | | | | | | |
| | | | | | | | | | | | |
| Total Stages/Years in Award: | 1 | Current Stage/Year: | | Total Number of Semesters per Stage/Year: | | 1 | Current Semester Number: | | MODULARISATION | | |

| Module Title (maximum of 99 characters including spaces) | Module Status Mandatory or Elective | NFQ level | Credits | Hours Contact Hours Per Week OR Total Hours for Module | Allocation of Marks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | CA | Project | Practical | Final | Max |
| Coaching through Change Management and Coaching Intervention | M | 9 | 10 | 36 | 50 | 50 | | | 100 |
| | | | | | | | | | |

**Special Regulations Associated with this Stage / Semester of the Programme:** *Please list all appropriate regulations here.*

**Programme Schedule Approved, on behalf of the New Programme Evaluation Panel, by:**

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

Date: __17/12/2021_____

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: __21/12/2021_____

**Programme Abstract**

**Master of Business
in Executive Leadership**

**(and associated awards)**

The aim of this programme is to provide a Level 9 Master of Business in Executive Leadership to meet an industry need in order for students to acquire the knowledge, attributes and skills required to manage, lead and transform their respective organisations. This is a skills-focussed programme, which is underpinned by four key pillars; influence, engage, coach and transform. It has been designed using these pillars in order to meet priority skills needs, and as such reflects Institute of Technology Carlow's commitment to developing Human Capital in the Southeast region and beyond. The Faculty of Lifelong Learning continues to focus on the development of niche programmes in response to Industry, supporting the regional and national business sector to obtain qualifications in their area of specialism. This programme will promote innovative and responsive business models, and support and enable learners to respond rapidly to changes in skills requirements in a dynamic business climate. This programme will increase Institute of Technology Carlow's provision in areas of identified skills needs and future proof graduates for the rapidly evolving business world, while promoting transversal skills and building on best practice nationally and internationally.

Approved by:

_____
**Dr Terry Twomey**
**Chairperson to Panel**
*(TU Project Director, Technological University of the Shannon: Midlands Midwest Campus)*

_____
**Dr Fintan Bracken**
**Secretary to Panel**
*(Director of the Office for Institutional Planning and Research, Institute of Technology Carlow)*

Date: ____17/12/2021_____

Date: __21/12/2021_____