MSc EXECUTIVE LEADERSHIP

2 YEAR PART-TIME EXECUTIVE LEADERSHIP PROGRAMME

IRISH TIMES TRAINING & ULSTER UNIVERSITY

DISCOVER YOUR LEADERSHIP CAPABILITIES

> **Each individual's journey to success follows a unique path, but all share common goals.**
>
> **The MSc in Executive Leadership is not designed to teach executives how to become leaders, but guide professionals in unlocking their full potential.**

TIM HYNES, CHIEF INFORMATION OFFICER, AIB

PROGRAMME OVERVIEW

Accredited by and delivered in partnership with Ulster University, the MSc in Executive Leadership combines a personal and professional journey to excellence in leading people and organisations, providing access to networks of local, national and global academics and executive thought leaders.

Delivered in 3-day block-release workshops and with online learning support over two years, the programme empowers leaders and offers the opportunity to reflect on your career while building on your skills. The programme is structured around eight taught modules each lasting three days and one five-day study visit to the Global Leadership Institute, Boston College, USA.

What will it do for me?

The MSc in Executive Leadership will encourage you to challenge your thinking on leadership, explore new insights and develop your understanding of the application of leading edge business thinking and techniques through case study learning and site visits to leading companies across Ireland and the US.

Action learning and applied work assignments will allow you to reflect on and contextualise the learning to promote innovation and competitive advantage in your own organisation. You will also have the opportunity to build extensive learning networks with academics, industry practitioners and alumni across Ireland and the US.

WHO IS THIS COURSE FOR?

SENIOR EXECUTIVES LOOKING TO EXPAND THEIR AREAS OF EXPERTISE AND MEET LIKE-MINDED INDIVIDUALS

PROGRAMME STRUCTURE

The MSc in Executive Leadership is delivered via eight three-day block release modules each followed by a half-day off-site Action Learning Set. In addition, there is a five-day study visit to the Global Leadership Institute, Boston College, USA (included in programme cost).

The programme is delivered using a mix of classroom or online classroom teaching with leading industry guest speakers, company visits, action learning, class interaction and participation and case study analysis. Contextualised learning is supported by a range of e-books and online materials accessed from the University's library. Assessment is by assignment at the end of each taught module.

The first year of the qualification constitutes a Postgraduate Certificate in Executive Leadership on successful completion.

INDUCTION

1 CREATING THE FUTURE

2 LEADING FOR THE FUTURE

3 STUDY VISIT TO BOSTON COLLEGE, USA

4 LEADING FOR TRANSFORMATIONAL CHANGE

5 EXECUTIVE COACHING & MENTORING

*Modules may be delivered in a different order

1. CREATING THE FUTURE

We are living in a world characterised by rapid change and increasing technological, social, political and economic diversity. In order to succeed, we must stay in tune with and often ahead of future trends including economic, technological, and social advances.

The need for efficient strategic thinking is most obvious in times of accelerated change when the reaction time of the organisation becomes crucial to survival and growth. All organisations experience such periods from time to time, alternating with periods of relative stability. Rolling forecasting, effective planning and appropriate strategies will assist leaders envision and communicate the future as part of the leader's inventory of personal skills.

This module explores the challenges that leaders have to face within the context of their organisational sector and the knowledge and skills they need to set future direction and to use strategic positioning to effectively gain competitive advantage. The module aims to provide participants with an appreciation of the value of strategy to their organisations.

CONTENT

- Introduction to strategy; understand the nature of strategy & strategic decisions
- Strategy and environment analysis including how to analyse the competitive environment, identify the organisation's competitive position, PESTEL analysis and scenario planning
- Exploration of contemporary and future trends in business organisation and development from both a Global and European perspective
- New management approaches and new mind sets that focus on people

- Analysing strategic capability and importance of strategic responses to keep the organisation relevant now and in future
- Review and evaluation of the importance of the organisation's core competencies
- Consideration of a range of strategy tools and techniques which enable organisations to define and sustain pathways for the future
- Design thinking as a strategic tool for workforce engagement

2. LEADING FOR THE FUTURE

This core module in the Leadership programme encourages and supports participants in developing their reflective thinking and emotional intelligence skills and attributes to become a more effective leader.

Against a background of uncertainty and rapid change, we've seen that the value of leadership has moved to centre stage. High performing organisations recognise the critical importance of the assessment and development of leadership and the personal skills and attributes required to lead.

The module introduces participants to the personal learning journey that they will embark on as part of their executive development and assists them to come to terms with a leadership paradigm that is appropriate to them and their organisational context. Subsequent modules will build upon this module and it provides a foundation in terms of leadership that is developed upon, analysed and critiqued through different perspectives as the programme progresses.

CONTENT

- Synthesing the emotional and intellectual components of leadership literature, and how it can be applied to enhance personal leadership
- Definitions and theories of leadership; how they compare in an environment of uncertainty and rapid change
- Authenticity, ethics and the importance of kindness and values in leadership
- Emotional intelligence and resilience in leadership

- The importance of reflective thinking in becoming an authentic and effective leader
- Identifying areas for improvement using a range of self-assessment tools and techniques; purpose, philosophy, identify, skills, attributes.
- Creating a leadership development strategy

3. STUDY VISIT TO BOSTON COLLEGE, USA

The aim of this module is to reinforce and enhance the learning on leadership theory and practice, through workshops with international thought leaders and academics in world-class organisations. The academic input is complemented with site visits to companies with a track record in implementing disruptive technologies, futurist working practices, innovative approaches to people management and the implementation transformation.

Sharing best practice amongst participating organisations and international academics is integral to the Teaching and Learning Strategy of this module, in that it develops receptivity to new ideas and the willingness to try them out in some new context. The focus is on collecting ideas rather than collecting indicators or promoting the "creative swiping" mentality (Peters, 1989) as opposed to the "league table" mentality. This type of "idea" benchmarking would appear to offer greater potential for the discovery and exploitation of "good practice".

Ulster University & Irish Times Training have long associations with Boston College and they have hosted the overseas element of many of the Business Institute's programmes since the early 1990's. Their extensive network of alumni affords the MSc Executive Leadership participants, access at the most senior level, to some of New England's world Class organisations and leading international academics.

STUDY VISIT TO BOSTON COLLEGE, USA (CONTD.)
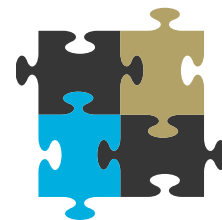
Previous study tours have included visits to organisations such as Microsoft, Reebok, Biogen, Compaq, New Balance, Malden Mills (manufacturers of Polartec), Smashfly, Toast, DraftKings, Genzyme Bio Technology, the Museum of Fine Arts, Fidelity, and the Ritz Carlton Hotel.

On completion of this module, course participants will be able to:

- Evaluate the contribution of transformational leadership to innovative practices, products and services and apply the learning professionally and/or organisationally
- Analyse, synthesise and critically appraise global leadership perspectives on business, environment and society.
- Reflect on complex organisational dilemmas and apply collaborative learning and networks to optimise decision-making.

CONTENT

- Reinforcing and enhancing the study of leadership through synergy with other modules
- Topic specific input from Boston's academic faculty and guest speakers such as: Prof. Tiziana Dearing, Prof. Mohan Subramaniam, Prof. Michael Pratt & Prof. Gerry Kane
- Exploration of the innovative, entrepreneurial mindset in Boston with business leaders

- Site visits to a range of "best in class" organisations
- Post-visit reflection, action learning and group discussion to critique leadership and management practices and apply learning to live problems in own organisation
- Presentations by the participants on the learning outcomes from the study visit and application of learning

4. LEADING FOR TRANSFORMATIONAL CHANGE

Organisations across all sectors are facing unprecedented change. The ability to think systemically, to use colliding perspectives, to make sense of the current reality and create purpose driven, agile, resilient organisations has taken on new impetus. In this challenging world, leaders need to be able to understand the complexities of the people dimensions of change and how to create an engaged workforce that embraces a sense of purpose, community, a commitment to learning and innovation.

This module aims to challenge those in leadership to question how leaders create cultures where employees feel part of a community and innovation and creativity flourish. Throughout this module, traditional thinking on the leadership of organisational change will be challenged and participants will be encouraged to reflect on how they can empower individuals and teams to create competitive advantage and positive societal impact.

CONTENT

- Understanding the changing nature of organisations and organisational paradigms: the balances and trade-offs
- Adopting a strategic approach to aligning the people strategy with the organisational strategy, and the implications of developments in diversity and inclusion, health and wellbeing, flexible workforces, learning and development, promoting creativity and innovation
- New perspectives on organisational change and the leadership of change

- Organisational culture and change
- The people dimensions of change understanding, values and differing perspectives
- Resistance to change and how to communicate effectively with different stakeholders and promote a workforce where diversity is welcomed
- Approaches to leadership that create and sustain innovation, agility and resilience in the workforce.

5. EXECUTIVE COACHING & MENTORING

This module reinforces the importance of self-awareness, reflection and the development of the softer skills that are now considered to be critical to effective leadership competence.

Executive coaching is one of the most powerful change management tools available to organisations today. Coaching and mentoring can be used by senior executives as powerful leadership tools in motivating, delegating, problem solving, team development, managing change, performance improvement, talent management and staff engagement.

Throughout this module, opportunities will be provided to learn from the experiences of businesses that have successfully implemented strategies for coaching and mentoring. You will also reflect on skills and competencies required to become an effective and ethical coach and/or mentor.

CONTENT

- The module begins with an inward journey which asks the coach/ mentor to undertake a close examination of self
- Participants are invited to reflect and determine the type of coach/ mentor they aspire to become and to create a personal development agenda that will guide their journey
- Case studies of organisations who achieved transformational change and an engaged workforce through effective leadership

- Leadership theories of emotional and social intelligence, resilience and ethical leadership are considered as part of this module, which supports participants to reflect on and build their competence as reflective practitioners, to develop their emotional intelligence competence and interpersonal skills
- The context for coaching and/or mentoring in a business environment and the skills for effective and ethical practice as an executive coach/mentor
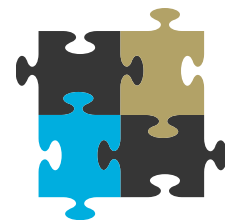
6 CORPORATE GOVERNANCE AND BUSINESS ETHICS

7 STRATEGIC FINANCIAL MANAGEMENT

8 DIGITAL TRANSFORMATION

9 RESEARCH STUDY PROJECT

*Modules may be delivered in a different order

6. CORPORATE GOVERNANCE AND BUSINESS ETHICS

Effective leadership is now a key competence for Board members. This module addresses value based and ethical theories of leadership and the impact on organisational performance.

There is a growing public debate on the need for effective corporate governance in the private, public and voluntary sectors. The scandals that have affected all sections of society have resulted in a lack of trust in a number of our major institutions. There is now growing recognition that effective Boards can have a positive impact on performance across a range of sectors. The role of the Board is no longer purely related to compliance in legislation, regulation and other obligations, but also in providing leadership and strategic direction.

Many Boards also have focus on the triple bottom line and on the wider role of the organisation within society, in terms of corporate responsibility and setting the tone in relation to culture, values and ethics.

CONTENT

- Definitions of Governance, various theoretical perspectives on Governance and new paradigms of Governance
- Roles and Responsibilities of Boards and Directors and Structures; consequences of failing to fulfil responsibilities, legal responsibilities of Directors and legal structures which exist for organisations in the private, public and voluntary sectors

- Accountability and Ethics; the concept of accountability and the roles of stakeholders in each of the sectors, the stakeholder view of Governance and Business Ethics, trust and leadership
- Corporate Social Responsibility (CSR); Differing theoretical perspectives on the role of business, CSR and the role of the Board, CSR Competency frameworks and reporting

7. STRATEGIC FINANCIAL MANAGEMENT

Leadership of the financial strategy of the organisation is critical to sustainability and competitiveness. Through this module, executives will be supported to consider how the leadership can create a high performing organisation through the financial strategy.

Finance can no longer be viewed as the preserve of 'experts'. The speed of change in the business environment means that organisations need to be agile and able to react quickly to changes in order to strengthen (or protect) competitive advantage. Finance must be viewed as a resource which, ideally, contributes to achieving objectives.

This module will equip leaders from non-financial backgrounds to understand the changing role of, and approaches within, the finance function so that successful multi-disciplinary teams can be formed and resourced. The emphasis will be on application as opposed to technical knowledge, thus enabling leadership to be nurtured to maximise organisational success.

CONTENT

- Leadership and Strategic Issues in Finance; strategic financial objectives, how to use the accounting / finance function, accountants as business managers, strategic management accounting, generating strategic value
- Leading Resource Planning; The role of budgets in achieving objectives, budgetary systems traditional, zero based budgeting, beyond budgeting

- Leading Financial Control; Types of control, Responsibility for results, Behavioural impact of control, Strategic cost management
- Leading Strategic Decision making; Strategic investment decisions, Strategic financing decisions
- Reporting and Assessing Performance; Cash vs profit, ethical considerations, interpretation of financial statements, integrated reporting and performance management

8. DIGITAL TRANSFORMATION

Achieving digital transformation is now critical to an organisation's survival. However this 'transformation' from adopting a small number of digital applications to becoming a truly 'digital enterprise' is a real challenge and one that most organisations are struggling with.

People are central to effective digital transformation, and Digital Transformation needs transformational leaders. The execution of a successful digital transformation strategy starts with a mind-set shift that places a heightened emphasis on people, processes, tools/technologies, culture and social systems to effect positive and sustainable change.

This module will equip participants with critical theories and concepts to analyse and differentiate the strategic values of emerging technologies and evaluate different methods of aligning technological opportunities with business strategy; critically reflecting upon its impact on leadership. The module is designed to assist business leaders to reflect on the strategic approach that needs to be taken to effectively lead digital transformation.

CONTENT

- Historic Development; examine the history of business improvement with a focus on areas including Management Improvement, Quality Improvement, Process Improvement, Marketing, Capital Investments and Information Technology
- Digitisation; explore current developments in technologies and their impact on society, industry and organisations

- Digital Transformation; understand digital transformation principles, concepts, models and frameworks
- Digital Leadership; explore leadership styles in the context of digital transformation, and reflect on own leadership style and its application to digital transformation
- Theory in Practice; engage with tools and techniques and apply learnings to a problem

9. RESEARCH STUDY

The Research Study is the final element of the Masters degree. This module will provide participants with the underpinning knowledge and understanding of the research methods needed to conceptualise and develop a research proposal, and to draw up a realistic action plan and complete the study within the given time-frame.

Critical thinking and problem solving are core competencies of strategic leadership. Through using an enquiry based approach to learning, this module enables the participants to explore live leadership related issues which they are facing in their organisation and to develop critical thinking abilities. The research module also provides participants with the opportunity to network widely with practitioners and academics working in the leadership area.

On completion of this module participants should be able to:

- Challenge assumptions and presuppositions
- Select appropriate methodologies and processes involved in investigating a complex leadership or organisational development issue with clarity and precision
- Use academic and grey sources to support research design leading to the development of a formal research proposal
- Compile information from a variety of sources such as data, facts, observations and experiences
- Objectively organise that information, interpret and/or infer conclusions or solutions
- Develop innovative concepts in terms of theories, definitions, axioms, laws, principles or models
- Assess implications and consequences, present and make recommendations for appropriate stakeholders.

ABOUT IRISH TIMES TRAINING

Irish Times Training (ITT) has been in the professional development and education business for over 40 years. As a subsidiary of The Irish Times, we work with a broad range of people and organisations to deliver the highest quality Business, Management, Digital Marketing and Personal Development programmes.

Our objective is to ensure that you leave ITT with the knowledge, skills and confidence to progress your career and have a solid foundation on which to build and continue to grow your potential.

At ITT, we pride ourselves on keeping ourselves "a step ahead". We do this by working with our panel of experts to regularly update course content and ensure that you are getting real-time feedback on what is happening in industry. Providing up-to-date case studies is a key feature of our classroom-based courses.

Your studies will be thought provoking, challenging, interesting and exciting. We are committed to supporting you in an active and immersive learning environment that encourages you to implement what you learn in the classroom and to engage with both expert trainers and other participants.

ABOUT ULSTER UNIVERSITY

In 2000, Irish Times Training formed a strategic alliance with Ulster University Business Institute and have been delivering Director and Senior Management programmes through our Executive Education programme ever since.

The Business Institute is a school within the Faculty of Business and Management at Ulster University, whose remit is to support the leadership and business development needs of managers, directors and senior executives in the private, public and voluntary sectors.

Over the past 20 years, we have welcomed hundreds of business leaders who have benefitted from these programmes to advance their careers. We constantly review our programme content, adding new modules to ensure that we are in line with industry trends and leading the way in the design and delivery of Executive Education.

University faculty are drawn from business and education sectors, offering a multidisciplinary perspective. Programmes are highly flexible and designed around the busy schedules of senior managers and keep in mind work-life balance. Our smaller class sizes enhance and deepen your experience and relationships with fellow participants.

ANY QUESTIONS?

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