Welcome to DCU

Dublin City University (DCU) is a strong, dynamic and ambitious university, with a distinctive mission to transform lives and societies through our education, research and innovation. Since admitting our first students in 1980, DCU has continued to grow year on year; we now have over 50,000 alumni playing key roles in many sectors across the world.

DCU’s academic excellence is recognised and acknowledged around the world. We are ranked regularly among the top young universities globally by the Times Higher Education Top 100 under 50 and the QS Top 50 under 50. In the last ten years, DCU has twice been named Sunday Times ‘Irish University of the year’.

At DCU, we believe in the transformational impact that a university education can have on the lives of our students. We foster entrepreneurial skills in our students and graduates, encouraging them to be creative, analytical, socially responsible and enterprising. For this reason, DCU graduates are always ready for the changing world.
DCU Business School

DCU Business School is one of Europe’s most dynamic young business schools. We have redefined the boundaries of the traditional business school, collaborating on multiple levels with business, with industry and with government. Being responsive to the needs of people, organisations, economies and societies is at the heart of all of our programmes, and it gives us a momentum not readily achieved by older institutions.

We develop our students’ capability to bring sustainable value to their organisations and to society at large, to confidently manage and lead in environments that are not predictable, and to prepare them for diverse, dynamic career paths over their lifetimes. The quality of our teaching, our small class sizes, and our high levels of industry engagement make us stand out, and have been recognized by AACSB, the oldest and most prestigious global accrediting body for business schools.

We focus on strategically important business issues, and take pride in the impact our engagement has on industry. We recognise that these connections are key to delivering a unique learning experience. Our solid industry relationships have allowed us to instil an enterprising culture into our courses, which has resulted in DCU Business School’s reputation as being one of the most innovative business schools.
DCU Business School Master Classes

Our research meets head-on the strategic and operational challenges ahead for modern organisations. We harness the deep academic expertise within our faculty, our very active industry relationships, and the strength of our international partners’ research experience. As a result, we are national leaders in translating research knowledge into tangible benefits for business and their employees.

Our strong suite of specialisms, led by dynamic research groups of academics, business specialists, researchers and educators, means we can work across the disciplines to bring practical, multi-dimensional solutions to modern business problems.

The following pages detail our Master Classes, designed with a focus on Personal & Professional Development for a Knowledge Economy.
Big Data and Business Analytics
Overview

Social media, cloud computing and ubiquitous access to the Internet through mobile broadband is generating unparalleled volumes of data. Similarly, internationalisation, both in terms of operations and customers, exposes enterprises to a wide variety of data protection regimes. While technology and internationalisation provide generate new opportunities for enterprises, they also creating new challenges and exacerbating old ones for those controlling and processing this data.

This workshop will discuss the main privacy concerns resulting from the adoption of Internet-based technologies and explore the main building blocks of data protection regimes. We will explore enterprise data protection and security policies and the implications for organisations and their stakeholders. The workshop will also explore the impact of data breaches and how to respond to a data breach.

Learning Outcomes

On completion of this master class participants will be able to:

- Understand the main privacy concerns and the building blocks of data protection regimes
- Outline the elements of a data security plan and recognise the importance of data protection and security policies
- Prepare a data breach response plan

Who should take this Master Class?

Middle to senior managers/leaders
Marketing, PR and corporate affairs professionals
Employees responsible for data, data protection and data security
Entrepreneurs
Overview

Regardless of size, type, sector or region, information confidentiality is a key security objective for every organisation. It impacts all activities, departments and levels of an organisation and is impacted by internal and external behaviour. Cloud computing and ubiquitous access to the Internet through mobile phones is increasing the complexity of information security and exacerbating associated risk of security incidents. As such, all managers should be aware of information security controls and potential areas of weaknesses.

This workshop will discuss the main categories of information security threats and the drivers of information security. It will introduce the main concept, principles and terminology relating to information security controls. It will provide an overview of international standards for information security controls and management systems and review the main items used information security audits.

Learning Outcomes

On completion of this master class participants will be able to:

- Outline the main categories of information security threats to organisations
- Recognise the importance and benefits of good information security controls
- Appreciate the key building blocks of an effective Information Security Management System
- Contribute to the preparation of an Information Security Audit

Who should take this Master Class?

Management who have interest in information security management, data protection, risk and compliance
Overview

With social business, cloud computing and mobile broadband, IDC has declared big data/analytics as one of the pillars of the ICT industry’s third platform. Despite the widespread coverage of big data in the media, many managers have difficulty understanding what big data is and what the benefits could be for their organisation.

This workshop will introduce big data and the EMC Data Analytics Lifecycle as a framework for approaching and managing projects to address business challenges that leverage big data.

Learning Outcomes

On completion of this master class participants will be able to:

- Discuss the value of big data and data science for addressing business challenges
- Understand some of the analytical techniques used in big data analytics and the specific types of business questions such techniques can help answer
- Understand the EMC Data Analytics Lifecycle and how it can be used to guide data science projects

Who should take this Master Class?

Senior executives seeking to take advantage of big data

Managers of teams of business intelligence, analytics, and big data professionals
Overview

Lean Startup is a methodology used by thousands of companies to accelerate time-to-market and make decisions to exit, pivot or persevere with a new venture. The build-measure-learn iterative feedback loop is at the core of lean methodology. However, many firms and entrepreneurs simply pick the wrong metrics to measure.

This workshop will introduce the fundamentals of lean startup methodology and illustrate how poor analytics can lead to poor decisions. Participants will learn the lean analytics approach and how to identify the one measure that matters for their business. Lean analytics will be illustrated in both entrepreneurial and intrapreneurial settings. Using hands-on exercises, participants will start designing experiments to test their business assumptions using the lean analytics cycle during the workshop.

Learning Outcomes

On completion of this master class participants will be able to:

- Understand the lean startup methodology
- Design a lean analytics cycle for their venture
- Learn how to avoid being distracted by misleading and vanity metrics
- Identify the one measure that matters for their venture
- Understand how lean analytics can be applied in corporate and intrapreneurship

Who should take this Master Class?

Anyone with an interest in new ventures and startups
Overview

A business process is a collection of related, structured activities or tasks that produce a specific service or product for a particular customer or customers … In short, it’s what your business does. Capturing and analysing what happens in a business process can be deceptively complex. It has been compared to watching a magician perform a card trick. You can carefully observe the steps taken. But then fail utterly to perform the trick yourself. Important behaviours are not immediately obvious. Process variability is a key contributing factor. Even when the variability of individual process steps is known, it is still remarkably difficult to calculate the overall effect. This adds risk to decision making.

This master class will develop your understanding of the impact of variability on process performance. Building on this the role of advanced decision support techniques such as discrete event simulation modelling will be assessed for identifying and assessing business process performance.

Learning Outcomes

On completion of this master class participants will be able to:

- Analyse the impact of variability on process performance.
- Identify and assess processes suitable for advanced process modelling. Develop process maps for ‘as-is’ and ‘to-be’ system states

Who should take this Master Class?

Personnel involved in organisational performance improvement at both operational and strategic levels (in both service and manufacturing)

Business process owners and business process managers
Overview

A business process is a collection of related, structured activities or tasks that produce a specific service or product for a particular customer or customers ..... In short, it’s what your business does. Business process efficiency in both manufacturing and services is often adversely affected by issues that can typically include bottlenecks, increased levels of work in progress, poor quality, extended lead time and poor delivery achievement resulting in increased service/product delivery costs and customer dissatisfaction.

This master class will develop your understanding of business process performance with a view to business process improvement including an overview of tools and techniques available. This will include a detailed review of Lean waste elimination (MUDA) and its associated performance improvement methodologies and philosophies (e.g. Kaizen, Process mapping, Spaghetti Diagrams, 5S, JIT, Takt time). A number of these methodologies will be illustrated through practical in class exercises.

Learning Outcomes

On completion of this master class participants will be able to:

- Identify key processes within their operational system
- Develop process maps for ‘as-is’ and ‘to-be’ system states
- Establish a lean project plan

Who should take this Master Class?

Any person with an interest in improving organisational performance (in both service and manufacturing)
Overview

This workshop will discuss the value of using data and data analysis for business decision making. It will facilitate participants in identifying how to become data-driven decision makers and evidence based managers. This will be achieved through exploring the evidence based management approach, identifying how to evaluate the usefulness, appropriateness and reliability of data and evidence and using decision making tools which help avoid the biases and problems that occur when making decisions. Participants will review and analyse their current approaches to making decisions and the data used, to determine its strengths and weaknesses. The workshop will provide advice on sources of good scientific data and the opportunity to put the tools of decision making into practice in an interactive workshop.

Learning Outcomes

On completion of this master class participants will be able to:

- Discuss the value of data and data analysis for business decision making
- Outline the steps in the decision making process
- Identify the problems and biases that emerge in efforts to make decisions
- Illustrate how acquired knowledge and assumptions may be based on incorrect or out-dated data
- Explore tools to overcome the problems and biases that occur in unaided decision making
- Outline the evidence based practice approach and how to become a data-driven, evidence based manager
- Discuss how to identify and source the most reliable and valid data from your business, stakeholders and from science
- Explore and analyse your approaches to making decisions and the strengths and weaknesses in the data used for these decisions
- Engage in a team based decision making case study and put a number of the decision making tools into practice.

Who should take this Master Class?

Those in middle management, senior management or C-suite positions responsible for making key business decisions.
Overview

The increasing adoption, proliferation and integration of social media provides substantial opportunities and challenges for enterprises and researchers. With over a billion people using some form of social media worldwide, a rich but possibly overwhelming source of data is being generated. Social networking services and their resellers make much of this data available for analysis and use by third parties through limited access licenses or so-called firehose services. At the same time, advances in cloud computing and telecommunications coupled with cost reductions to access and use these technologies, has provided infrastructure to enable researchers transfer, store and process this data cost-effectively.

This workshop explores social media from a big data analytics perspective. It introduces participants to a general framework for conceptualizing social media data to aid in developing insights from such data. Participants will be introduced to a variety of techniques for identifying phenomena in social media datasets and applying various techniques and tools for descriptive, content and network analytics. It will include hands-on exercises with live data.

Learning Outcomes

On completion of this master class participants will be able to:

- Apply a framework for conceptualizing social media data
- Understand the data generated from social networking sites
- Identify appropriate analytical techniques for use with social media data
- Identify phenomena in social media data
- Perform basic descriptive, content and network analytics

Who should take this Master Class?

Academics interested in working with social media data
Marketing professionals interested in gaining insights from social media data
For more information about DCU Business School and our faculty, please visit [business.dcu.ie](http://business.dcu.ie)