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.
Leadership & Talent
Overview
The workshop introduces participants to the building blocks of trust and what constructive results that can come with positive trust in contrast to the adverse effects of distrust.

The workshop will focus on why some leaders acquire follower trust while others do not. It will also deal with how trust can be breached and whether trust can be repaired after a breach. The workshop is highly interactive and participant will get the opportunity to assess their own professional relationships through a trust lens and establish trust building strategies to improve unsatisfactory professional ties.

Learning Outcomes
At end of Workshop Participants will have:

- Deeper understand of the building blocks of trust
- Recognised the importance of developing optimal trust in professional settings
- Assessed their own professional network through a trust lens
- Identified strategies they might engage in to improve trust relations

with key individuals.
- Developed a Trust Development Plan for their Professional Setting.

Who should take this Master Class?
Middle to Senior Managers/Leaders
Entrepreneurs
Customer Facing Staff
Overview
In increasingly competitive and turbulent environments, an ability to effectively manage organisational change is a vital determinant of organisational survival and competitive advantage. This module aims to familiarise participants with the concept of change management in organisations, by reviewing research and best practice in this domain. Participants will develop the knowledge and skills required to manage change more effectively and be prepared to apply the material to improve the management of change in their own workplace.

Learning Outcomes
On completion of this master class participants will:

- Understand the dynamic context of change and identified the key external and internal factors that drive or impact on change in their organisation
- Have developed a critical understanding of approaches and methodologies of change management and the ability to apply this understanding to choose the best change process for a given situation

- Recognise the barriers and challenges associated with the implementation of organisational change and be equipped to devise strategies to overcome these obstacles and gain positive stakeholder engagement

Who should take this Master Class?
Anyone currently managing change in an organisational setting or aspiring to do so.
Overview
As the rate of change in the business environment continues to increase, the premium on organizations being able to change effectively is growing ever more significant. The primary task for those seeking to implement change is to understand its demands and challenges and select effective approaches to managing it effectively. Anchored in a process model of change, participants will engage in the debate surrounding every aspect of the change cycle, from the analysis of change, to resistance to change, to leading change and then anchoring change in the organizational context. They will develop a healthy appreciation of the impact of organizational characteristics on the implementation of change and will be able to contribute constructively to implementing and sustaining successful change initiatives in their organisations.

Learning Outcomes
On completion of this master class participants will:

- Understand the key elements of organisational culture and be able to diagnose the prevailing culture in their own organisation
- Apply their knowledge of individual and national cultural differences in creating a high-performance organisational culture
- Have a realistic route-map for building and changing organisational culture that can be applied to their organisation

Who should take this Master Class?
Experienced managers and employees
Overview

Building effective top management teams is a major challenge for CEOs and senior managers. Leadership is needed to build the right team, to create the best vision and create co-operation within the top team and with middle managers tasked with executing change. Videos of real CEOs are used as well as case studies and experiential exercises to ensure that participants engage with their own problems. Exercises are also used to build self-awareness— a key leadership attribute.

Learning Outcomes

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

- Build the top management team
- Get the right people on the team
- Build a vision
- Create co-operation at the top
- Possess strategic change management skills

Who should take this Master Class?

Senior managers
CEOs
Middle managers
Overview

The aim of this session is to help participants understand the key themes, teaching methods and benefits of the Next Generation Management Module (NGM), an innovative practice based module with a strong track record of graduate employability (95% graduate employment between 2010-2017).

NGM was developed to provide students with the competencies required for successful modern management/leadership roles in a fast changing global workplace. This is achieved by helping students develop both their reflective learning and critical thinking skills. The majority of the learning activities are practice based and are student chosen and led. There is also a large focus on collaborating with people, creating knowledge and dealing with complexity in the module.

It has four key themes: Management and Career Development; Business and Society; Research; and Digital - Technologies, Media and Communication;

In addition, the module also includes a practical project management element.

Learning Outcomes

- To identify the wide variety of learning objectives achieved by the Next Generation Management module.
- To describe the meta-competencies required for successful careers as leaders/managers in the modern protean career era.
- To gain an insight into the variety of social, ethical, environmental, local and global topics covered by the NGM module.
- To describe the range of digital platforms and infrastructure technologies, using both theoretical and practical evaluation approaches that are taught in the NGM module.
- To list the variety of research approaches used in the NGM module, both qualitative and quantitative.

Who should take this Master Class?

Academic Leaders,
Programme Directors
Professors, Lecturers
Overview

How do you create an engaged and healthy workforce?

How can managers avoid burnout and how should companies develop policies to ensure engagement?

The role of the middle manager in engaging employees for high performance and change. The life story is used for participants to reflect on what they want from life and from work. Creating the optimum balance.

Learning Outcomes

On completion of this master class participants will have knowledge of:

- Self-assessment in terms of purpose and engagement
- Self-audit of burnout symptoms
- Learning how to manage oneself and the organisation for high performance and work-life balance

Who should take this Master Class?

HR managers
CEOs
Middle managers
Overview

Even the best corporate strategy will fail unless it has considered the role of organisational culture in its execution. This session will explore why culture has such a potent effect on organisational performance and what can be done to enhance this relationship. Specifically, this session will explore the multiple elements and types of corporate culture, including how individual differences and national culture impacts organisational culture. Moreover, this session will deal with the issue of changing organisational culture and the role of leaders in this regard. It will build skill in participants focused on appreciating the tangible and intangible aspects of organisational culture and devising strategies to drive and sustain high-performance organisational cultures.

Learning Outcomes

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

• Understand and apply a model of change management to the business environment

• Analyse resistance to change and build strategies to manage it

• Apply knowledge of leadership and power dynamics to effective change management

• Set up a change programme for success by designing it effectively

• Evaluate the effectiveness of a change programme

Who should take this Master Class?

Experienced managers and employees
Organisational Learning

Two - Three Day Master Class
Dr Janine Bosak

Overview
The purpose of this Master class is to address the multifaceted nature of learning and knowledge within organisations and thereby bring the participants through the levels of personal, team and organisational learning. The Master class will enable students to engage in a critical debate about facets of managing organisational learning and knowledge and to develop appropriate tools of thought, along with skills/competencies in this domain. Participants will become aware of the interdependence of change with learning and learning with change. Participants will analyse their organisational learning culture with particular emphasis on culture, power, and professional collegiality. Finally, the module will examine ways in which knowledge is utilised within organisations.

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

- Evaluate personal and collective learning styles/cultures and propose strategies for development
- Self-evaluate their developmental needs, particularly in terms of learning styles and developmental goals
- Apply the knowledge and skill learning principles to emerging organisational situations

Who should take this Master Class?
The masterclass is intended for all professionals involved (or to be involved) in organisational learning

- Discuss contemporary learning theories and principles applied to the workplace
Overview
This workshop will facilitate participants in describing and analysing the current social network of their business in terms of its usefulness for internationalising the business. The workshop will provide information to participants on the characteristics of successful and effective social networks. Participants will discuss the strengths and weaknesses of their own business social networks. The workshop will discuss the characteristics of the social networks of small to medium sized businesses that successfully went international. The workshop uses research and evidence for all discussions and analyses. This is a hands-on interactive workshop. At the end of the workshop, participants will have: a clear description of their current business social network; identified its strengths and gaps; identified the resources required for the purposes of internationalisation and will have developed an action plan to develop the business social network to better access those resources.

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

- Conduct a self-assessment of participants own personal social networks for the purposes of internationalisation under the following headings:
  - Relationships in the social network
  - The Structure of the social network
  - Resources potentially available and available
  - Resources required
- Develop understanding of the characteristics & dynamics of useful social networks
- Use this understanding to evaluate the effectiveness of your own business network
- Facilitate development of action plans for developing the business network to facilitate internationalisation

Who should take this Master Class?
Owners/Managers of SMEs who are looking to internationalise their business for the first time or who are already in a number of countries and looking to internationalise into another country. Ideally 2-3 members of each business should attend as a team.
Overview
This workshop will explore current models on organisational knowledge sharing and learning. It will illustrate the central role of relationships and specifically the implications of different social network structures on knowledge sharing and learning. It will present current evidence on the characteristics of effective social networks for the purposes of knowledge sharing and learning. Through guided facilitation, participants will analyse their business social networks and its strengths and weaknesses in terms of facilitating knowledge flow and learning. The workshop uses research and evidence for all discussions and analyses. This is a hands-on interactive workshop. At the end of the workshop, participants will have: a clear understanding of their current business social network; identified its strengths and gaps for the purposes of knowledge flow and learning; and identified interventions to improve knowledge flow and learning in their organisation.

Learning Outcomes
- On completion of this master class participants will be able to:
- Develop understanding of the characteristics & dynamics of social networks drawing on social capital theory.
- Explore the implications of different social network structures and content for knowledge sharing and learning using evidence from research on industry.
- Use this understanding to evaluate the strengths and weaknesses in your business’ social network and the implications for the flow of knowledge and learning.
- Facilitate development of interventions to improve knowledge sharing and learning in your organisation using insights from your social network analysis.

Who should take this Master Class?
Managers, Human Resource and Organisational Development specialists concerned with identifying strategies and initiatives to better enable knowledge sharing amongst employees, teams, departments and organisational subsidiaries.
Social Networks &
Your Career Progression

Overview
This workshop will facilitate participants in describing and analysing their personal social network for the purposes of enabling their career progression. The workshop will provide information to participants on the characteristics of effective social networks for career success. Participants will analyse, through guided facilitation, the strengths and weaknesses of their own social network. The workshop will use research and evidence to illustrate the characteristics of effective social networks for career success and progression. This is a hands-on, interactive workshop. At the end of the workshop, participants will have: a clear description of their personal career social network; identified its strengths and gaps; identified the resources required for the purposes of career success and progress and will have developed an action plan to develop their social network to better access those resources.

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

- Conduct a self-assessment of participants own personal social networks for the purposes of career success under the following headings:
  - Type of Relationships in the social network
  - The Structure of the social network
  - Resources potentially available and available
  - Resources required
- Develop understanding of the characteristics & dynamics of useful social networks
- Use this understanding to evaluate the effectiveness of your own personal social network
- Facilitate development of action plans for developing your social network to facilitate career success

Who should take this Master Class?
Those looking to progress in their careers in terms of promotion, increasing salary, obtaining greater career satisfaction, changing roles, changing industry, changing discipline.
For more information about DCU Business School and our faculty, please visit [dcu.ie/business](http://dcu.ie/business)