



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

DIPLOMA IN MANAGEMENT EXCELLENCE



FT EXECUTIVE
EDUCATION
2023 RANKING

1 IN IRELAND
FOR OPEN ENROLMENT

21 IN EU
FOR OPEN ENROLMENT

35 GLOBALLY
FOR OPEN ENROLMENT

PART-TIME EXECUTIVE PROGRAMME



PROGRAMME DETAILS

Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. Workshops are held on Fridays and Saturdays to minimise interference with busy work schedules. 100% attendance is required.

Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is on the practical application of knowledge to benefit the participant, their team and their organisation.

Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in Management Excellence by UCD Smurfit Executive Development (30 ECTS at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

PROGRAMME OVERVIEW

As your management career develops, you face the challenges of general management. The range of problems and opportunities at this level calls on you to work with and manage diverse teams and people, to tackle issues you're not specialised in, and to contribute to your organisation's broader strategy and goals. The Diploma in Management Excellence gives you the skills to grow confidently as a manager and a leader in your business.

The programme develops your insight into the leadership of people and provides you with a toolkit for confidently developing the relationships that are the hallmark of strong leaders. You will be equipped with a broader perspective on the interconnected elements of business strategy and operations, and a deeper understanding of how to create lasting success for your organisation. And you will explore how to maximise your personal impact in a way that is authentic to you and your strengths.

Module 1

The Manager as Leader

- Explore leadership in the work environment, and the role of leaders in modern organisations
- Identify the qualities of successful leaders and explore the dark side of leadership
- Gain insight into different leadership styles and how and when to apply them
- Understand and reflect on your own leadership practices.

Module 2

Competitive Advantage through Operations

- Gain insights into the role and importance of operations and supply chain management
- Identify opportunities for competitive advantage through supply chain innovation and operations
- Examine the drivers of operational excellence and the participant's role as a senior leader
- Learn why some companies consistently execute better than others.

Module 3

Marketing Strategy for Profitable Growth in the Digital Era

- Align organisational marketing strategy between marketing competencies, customers and competitors
- Understand how to leverage current market position to sustain growth whilst identifying and exploiting new market opportunities
- Manage marketing relationships for long-term commercial benefit
- Develop a marketing dashboard to drive team performance from the leadership team.

Who is it for?

- Managers with a minimum of five years of management experience
- High-potential mid-level executives ready to expand their responsibilities
- Experienced functional or technical specialists currently in transition to general management
- General managers, country managers or business unit heads
- Managers of large/complex projects across teams, functions or borders.

Key Benefits

Combining experiential learning, best practice frameworks, and personal development, this programme will accelerate your growth as a manager.

- Master skills and behaviours for managing and leading people in a way that enhances relationships as well as results
- Grow your knowledge of business functions and the tools needed to navigate complex cross-functional challenges and opportunities
- Develop a personal vision and personal development plan that reflects enhanced knowledge, capabilities and insight.

FACULTY

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers and accomplished authors. Through publishing, consulting and teaching they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays and individual assessment, so as to deliver a unique and lasting learning experience.

Leadership Practices Assessment

In the Manager as Leader module, you will complete a self-report inventory to provide you with insights regarding your effectiveness in a range of leadership practices. You will reflect on the outputs from the inventory as we explore a range of leadership approaches, to will help you develop your own leadership style.

Personal Impact Plan

As part of the module Personal Impact and Presence, you will develop a personalised roadmap for harnessing your strengths and sense of purpose, setting out short-, medium- and long-term goals, and nurturing the habits and actions that will help you to achieve them.

Simulation Exercise

A simulation exercise will take place during the module Competitive Advantage through Operations. The simulation will stimulate active engagement so that you can make decisions and see the results of those decisions, testing a hypothesis and get immediate feedback.

Module 4

Collaborative Communications

- Building Trust, Connection and Collective Effectiveness
- Explore communication that enables collaboration and cooperation
- Learn how to manage your "buttons" getting pressed in challenging situations
- Learn deep listening skills to understand.

Module 5

Improving Business Profitability

- Develop robust business cases in financial terms
- Appreciate the key distinction between corporate profitability and cash-flow and the consequent implications for long-term value creation
- Analyse the financial approaches used to evaluate capital investment decisions
- Understand the linkages between managerial decision making and corporate financial performance
- Appraise the financial consequences of business decisions and make appropriate decisions on financing options.

Module 6

Personal Impact and Presence

- Understand how to apply the principles of personal effectiveness to real-world leadership challenges and opportunities
- Examine the drivers of exceptional leaders and how they impact their company and the people around them
- Acquire and practice techniques and habits for being present, focused, and effective
- Identify and overcome obstacles to effective presence
- Harness a strong sense of purpose to guide and motivate your success.

APPLICATION INFORMATION

Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

Fees

The fee of €8,260 or €7,847 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit www.revenue.ie

Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email exec.dev@ucd.ie or visit www.smurfitschool.ie/executivedevelopment

The programme provided me with a very practical set of skills to effectively manage business objectives, deliver high-value outcomes and lead teams. The taught programme and shared classroom experiences developed invaluable insight into core management concepts and relatable business challenges. I acquired new skills in areas of management such as leadership, strategy, business development, marketing and finance.

**Ross Spelman, Manager,
Enterprise Risk Advisory Services Deloitte Ireland**

Pathway to the MSc in Business (Leadership & Management Practice)

The Diploma in Management Excellence forms part of the MSc in Business (Leadership & Management Practice) Pathway. The Pathway framework is comprised of eleven diploma programmes. If participants successfully complete three of these eleven diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership & Management Practice).

The eleven diploma options available in the Masters pathway are as follows:

1. Professional Diploma in Strategy Development and Innovation
2. Professional Diploma in Corporate Governance
3. Professional Diploma in High Performance Sales & Business Development
4. Professional Diploma in Business & Executive Coaching
5. Professional Diploma in Leadership Development
6. Professional Diploma in Business Finance
7. Professional Diploma in Organisational Change & Transformation
8. Professional Diploma in Management Excellence
9. Professional Diploma in Digital Innovation & Transformation
10. Professional Diploma in Aviation Finance
11. Professional Diploma in Artificial Intelligence and Analytics

The programme strengthened my knowledge and understanding of key business functions and how value is created by integrating functional capabilities. It helped to enhance my performance in my current role whilst at the same time reinforcing my skills to take on new responsibilities. The modular programme structure was hugely beneficial as this format was convenient from a work perspective. A great programme with valuable tools and models that can be applied at work.

**Mary Matthews, Financial Controller,
Dancor Civil Engineering Limited**

Smurfit Executive Development

UCD Smurfit Executive Development is a member of UNICON, an invitation-only alliance of the world's leading university-based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, 21st in the EU and 35th in the world for its Open Enrolment programmes according to the prestigious 2023 Financial Times Executive Education Rankings. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

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