

IMI Diploma in Strategy & Innovation **Available in GALWAY & DUBLIN in 2017**

ManagementWorks

ManagementWorks is a Skillnet-funded initiative under the Government's Action Plan for Jobs. ManagementWorks provides a small suite of subsidised management development programmes for business owners and managers in Ireland. Our goal is to help managers drive improvements in business performance by improving their management capability.

We have teamed up with the Irish Management Institute (IMI) to make a selection of their Postgraduate IMI Diploma programmes available at a greatly reduced rate to business owners and managers. We are offering these programmes in three locations; Dublin, Cork and Galway.

What is the IMI Diploma in Strategy & Innovation?

To be a successful manager, you must have the capacity to understand and be able to positively influence the strategy process within your business. This is particularly the case today when businesses have been faced with the most uncertain times in a generation. A critical element in any successful strategy is the capability to make innovation a key management process.

By completing the IMI Diploma in Strategy & Innovation, you will be equipped to play a key role in developing and executing a strategy and innovation process that is very relevant both to the success of your business and to your own career and personal development. You will develop the skills that are required to lead, influence and participate in the strategic success of your business.

At a Glance

Programme Title: Postgraduate IMI Diploma in Strategy & Innovation

Target audience: Business Owners, Managing Directors and other Senior Managers

Format: 6 x three-day group workshops plus assignments and study work over 6 months

Certification: IMI Diploma in Strategy & Innovation *plus* UCC Postgraduate Certificate (NFQ Level 9)

Fees: The subsidised cost of the programme in 2017 is €3,000 per person*. This includes all training, course materials, tutor support, assessment, certification, lunches and refreshments. **This rate is available to SMEs only, i.e., firms in Ireland that employ less than 250 employees. A limited number of places may be made available to larger companies at a higher rate. Further details to follow.*

Dates: GALWAY

27/28/29 Mar 2017

24/25/26 April 2017

22/23/24 May 2017

19/20/21 June 2017

21/22/23 Aug 2017

18/19/20 Sep 2017

DUBLIN

19/20/21 April 2017

17/18/19 May 2017

14/15/16 June 2017

16/17/18 Aug 2017

13/14/15 Sep 2017

18/19/20 Oct 2017

Who should attend?

ManagementWorks is an initiative of Skillnets under the Government's Action Plan for Jobs and is funded by member companies and Skillnets from the National Training Fund through the Department of Education and Skills.

The programme is aimed at managers who share a common ambition to play a leading role in developing and implementing strategy and innovation within their organisations. This will include experienced business owners and managers, experienced functional specialists within companies, and executives who intend to develop significant professional careers in management.

What does the Programme consist of?

- An eighteen day taught programme
- Delivered on a monthly basis, in chunks of three days per month
- Six modules: External Environment, Competitive Environment, Creating Strategic Value, Strategy Choices, Business Model Innovation, Strategy Execution & Implementation
- Opportunity for progression to a Masters of Business

Accreditation

Successful participants will be awarded both the IMI Diploma in Strategy and Innovation and the UCC Postgraduate Certificate in Strategy and Innovation. The Postgraduate Certificate qualification is accredited and awarded by University College Cork – National University of Ireland, Cork and is a Level 9, Minor Award on National Framework of Qualifications. By completing this programme you will also earn one-third of the credits required to be awarded the Master of Business qualification. Further details on progression routes available to you are given on page 9 of this document.

How will your business benefit?

By participating in the IMI Diploma in Strategy & Innovation you will:

- Write a strategy audit for your business or organisation that is both practical and informed
- Be capable of undertaking a key role in the strategy and innovation process
- Acquire a toolkit to evaluate and address the strategic challenges facing your organisation
- Be able to make strategic sense of the global and domestic business environment
- Network with experienced participants from leading Irish and international organisations
- Meet leading experts, faculty and practitioners in the strategy process

Testimonials

“The Diploma in Strategy & Innovation allowed me to step outside my business and my own frame of reference to look at our challenges in a completely new light. The calibre of speakers and classmates alike was a constant source of inspiration and provided new perspectives on macro and micro issues – while strategy can sometimes sound like an abstract field, the course equips you with practical tools to apply it to any business. While I undertook the course to improve my strategic advice to clients, the primary benefit has actually been a new blueprint for growth for my own business.”

Niall Dowling, Strategic Director, Atomic

“The IMI Diploma in Strategy & Innovation provided me with the opportunity to review the company’s strategy and direction in an objective manner and it equipped me with the skills to address the most pertinent issues in my own organisation. The course content was highly relevant for inspiring innovative opportunities and also in formulating a clear strategy map. The interactive nature of the course enabled constructive discussions with both tutors and other course participants and has provided a network of professionals with whom I can share ideas. Overall, a very enjoyable, enlightening and worthwhile course for anyone involved in innovation or strategy formulation.”

Marian Roberts, General Manager, Conductix-Wampfler Ltd

“The diversity of people’s industries, the breadth of their business challenges as well as the overall IMI Diploma structure added a valuable dimension to my IMI experience which a distance learning course could not have provided. One of the key deliverables of the IMI Diploma in Strategy and Innovation is a strategic audit on my own business. Getting expert guidance and advice on our audits during the process means that I left the IMI with a realistic plan on where my company’s next steps could be. I can’t think of another course where my career and company could have benefited to the same extent while delivering a unique learning and networking experience with like-minded peers. The number of people who return to do a second Diploma is testimony enough.”

Sarah Jane Hannon, Senior Product Manager, APC by Schneider Electric

Programme Structure

In order to maintain consistency within the IMI's Master of Business framework of programmes the structure of the IMI Diploma in Strategy & Innovation has a similar structure to the other IMI Diplomas accredited by UCC as part of the MoB suite:

- This is an eighteen-day taught programme.
- The programme is delivered on a monthly basis, in chunks of three days per month.
- Participant attendance will be required at all eighteen teaching days.
- The programme will begin at 9:00am each day and finish at 5:00pm.
- A typical month will consist of three days at the IMI organised in six separate half-day classes; one each morning and one each afternoon. Each class will last approximately three and a half hours in duration, including at least one 15 minute tea/coffee break.

Programme Features

Practical Assessment: A key part of your assessment is an informed and practical strategy audit of your business unit or organisation that will provide real insight and value.

Action Learning: IMI's teaching methods feature intensively practical classroom exercises and accelerate the transfer of learning back to the workplace.

Visiting Speakers: Each month a senior manager with practical experience in strategy and innovation will visit the programme to share their knowledge and expertise. This will give you the opportunity to ask questions and debate with managers confronting real strategic challenges.

Case Analysis: Real-life case studies relating to major programme themes will be regularly analysed in class. These will include analysis of strategic and innovative challenges from a variety of Irish and multinational contexts, bringing live issues to the fore in robust classroom debate.

Class Diversity & Networking: The Diploma in Strategy & Innovation attracts a uniquely diverse cohort of experienced managers from a wide range of industries and backgrounds who are intently focused on broadening their knowledge and developing their skills. Throughout the year you will work closely with your fellow participants. You will leave the programme with a valuable network of business contacts and friends.

Unique Faculty: IMI faculty have a unique blend of academic qualifications and real world business acumen. This combines with their unrivalled business experience working with practicing managers to create a truly dynamic classroom experience.

Programme Content

The IMI Diploma in Strategy & Innovation comprises six modules. Each module will typically be assessed by means of a case study or assignment. The six modules that comprise the programme are:

MODULE 01 - The External Environment

- Making sense of the global and domestic environment
- Defining the business model
- Understanding the Innovation challenge

MODULE 02 - Competitive Environment

- What is the competitive position?
- What are the key resources and capabilities?
- How to sustain competitive advantage?
- Create strategic scenarios

MODULE 03 - Creating Strategic Value

- Ensuring that the capabilities fit the strategic challenge
- Innovation creativity
- What is public value?

MODULE 04 - Strategy Choices

- Creating differentiation
- Market entry
- Finance and M&A options

MODULE 05 - Business Model Innovation

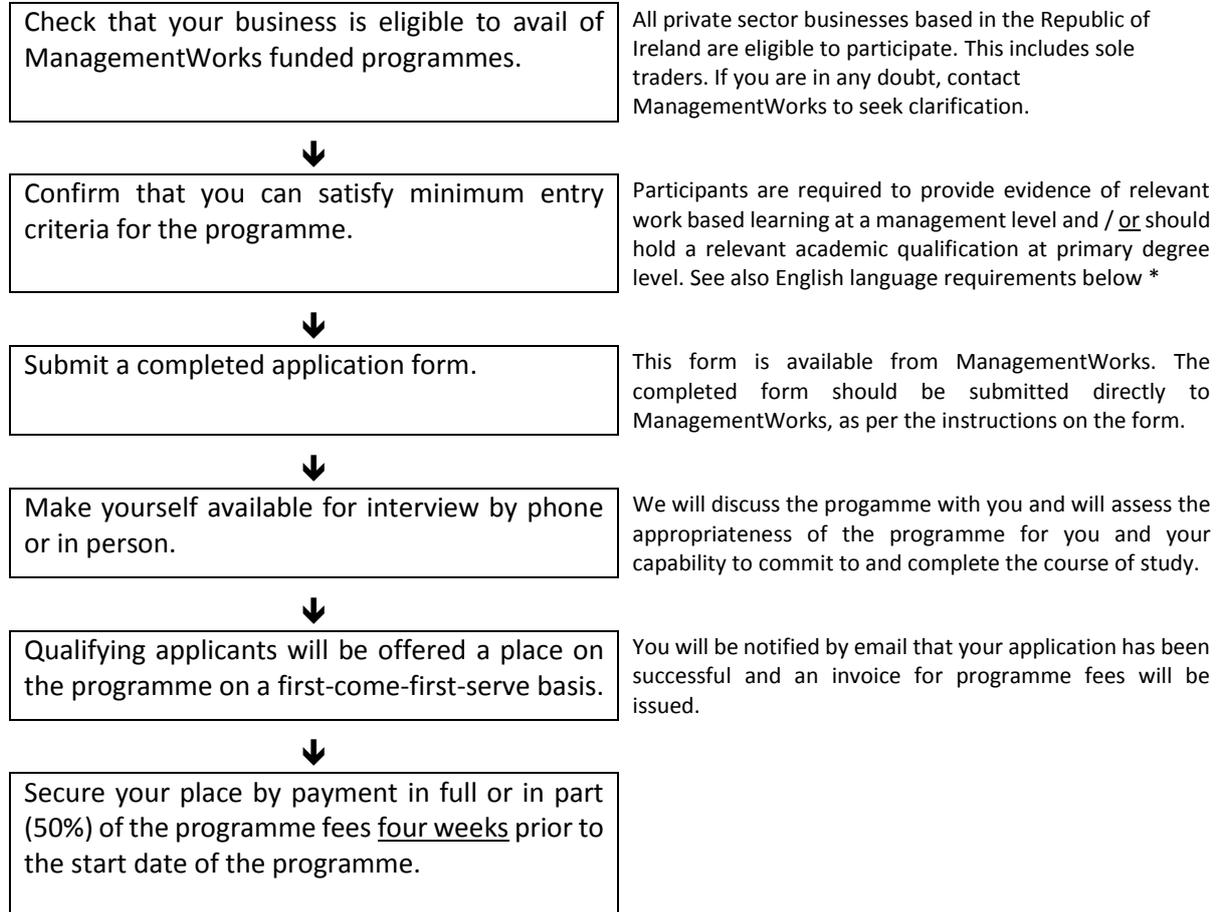
- Blue ocean
- Value propositions
- Creating a strategic culture

MODULE 06 - Strategy Execution and Implementation

- Measuring performance
- Strategy mapping
- Innovation as a process

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Entry Process and Requirements



*All applicants whose first language is not English will be required to show evidence of the successful completion of an IELTS or TOEFL test. The English language requirement for this programme is an IELTS score of 6.5.

Teaching Methods and Learning Support

The teaching methods that will be employed on the IMI Diploma in Strategy & Innovation will mirror the intensely interactive, action-learning focus that is consistent across the Master of Business suite. Rather than an exclusively lecture-style approach, the emphasis in class will be on faculty-led group discussion and class debate, which will draw upon the managerial experiences of participants to illustrate key learning points and to bring concepts, theories and frameworks to life.

The case study method will be a consistent feature throughout the programme. The practical, applied approach to teaching methodology will be underpinned by the assessment strategy, which emphasises case study analysis, and the practical application of best-practice theory to analyse the environment and organisation in which the participants work.

The programme will have a dedicated Programme Director and Programme Coordinator who will both serve as essential supports for participants. The Programme Director has ultimate academic responsibility and oversight of the programme; the Programme Coordinator manages all logistical matters. Both these individuals are present throughout class days at the IMI and are available by phone and email for participants between classroom dates.

One of the benefits of undertaking an IMI Diploma is that participants receive complementary IMI Personal Membership for the duration of their programme. As a personal member, they will receive unlimited access to the IMI Knowledge Centre's physical and online resources, including online access to thousands of academic and trade journals. An overview will be provided on how to access these databases on the opening day of the programme. Participants will also be encouraged to schedule a free one-to-one tutorial with an IMI librarian to explore the online databases.

As well as academic resources to support your academic studies, the Knowledge Centre provides a range of practical management tools to help your continued professional development and provide practical on-the-job assistance when you need it. The IMI also offers access to a wealth of business information - industry and market reports, company profiles, business news and so forth. All this is available online 24/7 using your unique Knowledge Centre login.

As an additional learning support, the IMI Diploma in Strategy & Innovation will have its own online learning management system called "Moodle". Participants will receive an "Introduction to Moodle" session on the first day of the programme. Moodle will be useful for participants in several ways:

- To access course documentation such as course outlines, handouts and slide packs.
- Faculty post links to helpful information websites on Moodle.
- Moodle can be used to set up online workgroups with other course participants.
- Assignments are submitted and feedback is delivered via Moodle.

As a final learning support, participants will be assigned to study groups from the start of the programme to support their learning. These groups will be designed to contain a mix of organisational and professional backgrounds. Some time will be dedicated each month adjacent to class time at IMI for study group discussion and planning. In the weeks between classes at IMI, study groups can also book free meeting rooms for study group purposes.

Marks, Standards and Successful Completion

This programme will be conducted under the regulations of Irish Management Institute and University College Cork. To successfully complete the programme, participants must:

- Maintain a satisfactory attendance record¹
- Complete prescribed readings and show evidence of same through active participation in class discussion;
- Complete and submit all assignments by the date specified by the tutor;
- Achieve a pass mark (40%) in each module.
- Achieve an overall pass mark (40%) for the overall programme.

The classification of the award, as per the following table, based on the overall percentage:

Percentage Band	Award classification
70 – 100	First Class Honours
60 – 69	Second Class Honours, Grade 1 (“2:1”)
50 – 59	Second Class Honours, Grade 2 (“2:2”)
40 – 49	Pass
39 or below	Fail

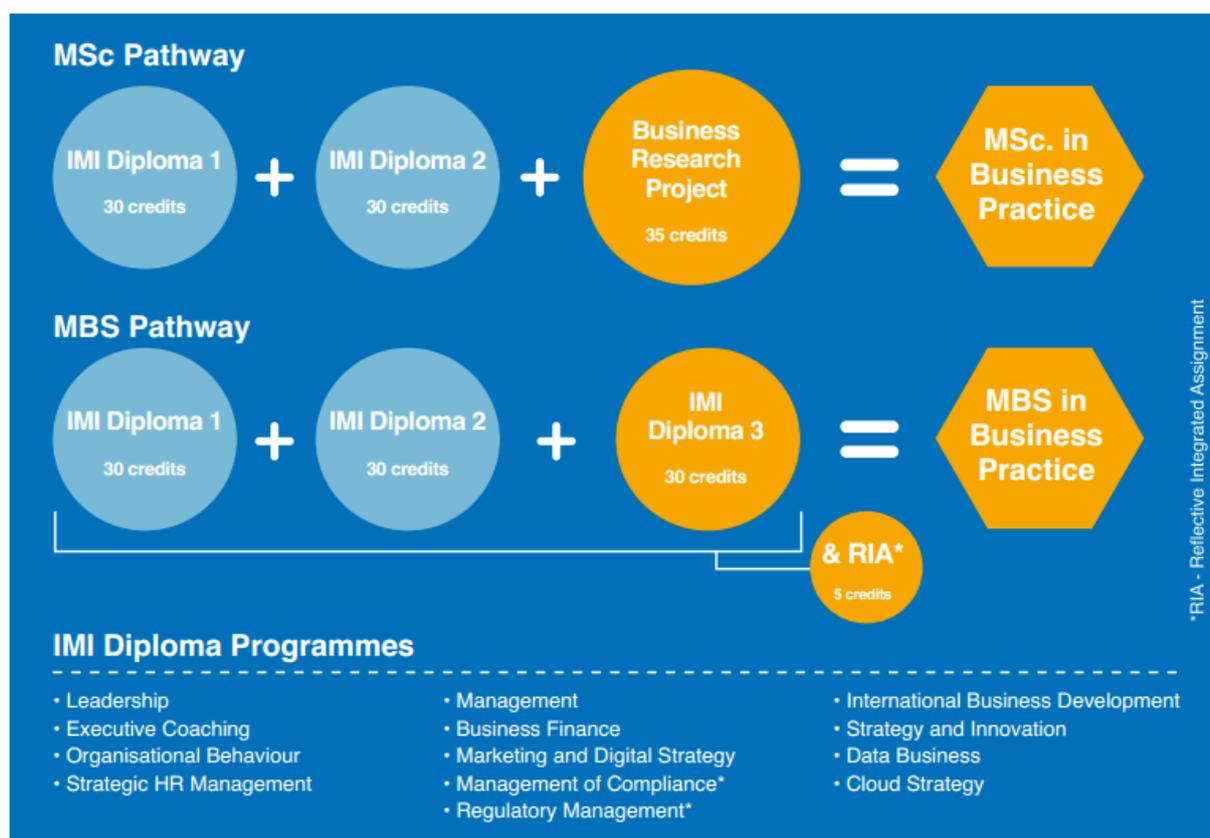
¹ The IMI Diploma in Strategy & Innovation is a taught programme. Therefore as per IMI regulations, full attendance is required to maximise participant learning. The IMI recognises however that although full attendance is preferred, the professional profile of the participants means that this may not always be entirely possible as exceptional, unexpected workplace situations can occasionally arise which demand the attention of senior managers. The programme regulations therefore require that participants attend a minimum of fourteen days of the eighteen day programme. Participants who are absent for more than four programme days (or eight half-day sessions) will not be eligible to pass the programme. Participants are expected to notify the Programme Director in advance of any absence in writing. In cases where a participant is absent for more than six programme days (or twelve half day sessions) the Programme Director may choose to terminate their registration. No refunds will be made in such cases.

Progression - The IMI Master of Business Framework

Some graduates of the IMI Diploma in Strategy & Innovation may be content to finish their learning journey following their successful completion of the programme. However, as a constituent award within the IMI Master of Business Framework, the IMI Diploma in Strategy & Innovation is also a stepping stone towards a full Masters qualification accredited and awarded by UCC.

By completing any two IMI Diplomas and a Business Research Project or three IMI Diplomas and a Reflective Integrated Assignment within a five year timeframe, you will earn 90 credits (the national standard for a Masters Qualification) and will be conferred the title 'Master of Business'. The Master of Business and its constituent IMI Diplomas are accredited and awarded by University College Cork – National University of Ireland, Cork.

The following diagram illustrates the current suite of IMI programmes which link to the Master of Business framework and the process whereby one can achieve this qualification.



Step 1: Successfully complete any one of the IMI's suite of thirteen IMI Diploma programmes*.

Step 2: Successfully complete a second IMI Diploma of your choosing.

Step 3: Successfully complete the IMI Business Research Project or a third IMI Diploma of your choosing and a Reflective Integrated Assignment.

*Due to similarities in certain subject themes it is not possible to combine the IMI Diploma in Regulatory Management with the IMI Diploma in Management of Compliance as a pathway towards earning the Master of Business. All other programme combinations can act as a pathway towards the MoB.

Applications

Before you submit an application, please review the Entry Process and Requirements on Page 6 of this document.

To apply for a place on the programme, send a completed application form by email to Brian Colleran Programme Development Manager, ManagementWorks:

b.colleran@skillnets.com

The application form is available for download from the ManagementWorks website. Alternatively, email a member of the ManagementWorks team and we will send you a copy.

Questions

If you have any questions, please contact Brian Colleran at ManagementWorks:

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To find out more about ManagementWorks see www.managementworks.ie