

Waterford Institute of Technology



School of Business



Graduate Business

THINKING PROFESSIONALS FOR THE REAL WORLD

Dr Thomas O'Toole, Head of School of Business



Graduates - welcome to our postgraduate prospectus. The School is the South East's business and management school and, as such, offers an unparalleled set of postgraduate opportunities to students in all business and management subjects. Our School of Business works with its students in developing learning partnerships and professionals. In our School we work as a community to release potential and facilitate our students to maximise their learning and personal development goals. The ambition and academic excellence of our faculty has created a unique professional orientated School of Business, providing industry and organisations with the highest skilled and innovative professionals.

Amongst our rigorous and objectives-focused programmes are:

- **Postgraduate Programmes - including an MBS in accounting, finance and economics, and marketing**
- **Research Programmes - including PhD**
- **Executive Education Programmes - including the MBA**
- **Bespoke Corporate Programmes - unique programs for client organisations**

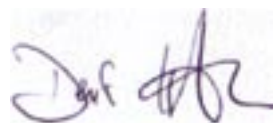
The choice of where to study is a big decision, because not all Schools of Business are the same, so thank you for taking time to think about what the Waterford experience has to offer you.

A handwritten signature in black ink, appearing to read 'T O'Toole', with a horizontal line underneath.

Dr Denis Harrington, Head of Graduate Business



In our School of Business we have worked to create an extensive international network of corporate and academic partners. These networks allow you diverse opportunities to gain the sophisticated skills and experience you need to attain your goals. We offer you more than a graduate qualification. We provide the experience and network that you need to accomplish your professional objectives and career goals. You will be part of a dynamic and supportive community that values professional development and co-operation above competition. If you are serious about your career I invite you to consider joining one of our programs – a proven passport to opportunity and success in the challenging world of international business.

A handwritten signature in purple ink, appearing to read 'Denis Harrington', with a horizontal line underneath.



Your next move?

Whilst a lot has changed since the WIT School of Business was established in 1970, one thing remains constant- the schools mission to apply the very highest standards of academic rigour to the real world of business and professional organisations. Our hard won reputation for innovative business education has been earned on the back of boundary-extending research on key management issues, and dialogue with the broader intellectual community and practitioners. Today, with more than 1,700 undergraduate students, 250 graduate students, 120 academics, adjunct faculty and support staff, the WIT School of Business is an engine for economic growth in Waterford, the South-East and beyond.

WIT School of Business Ethos

Professional Practice

The WIT School of Business's teaching philosophy of creating thinking professionals for the real world is made apparent in our set of modules on professional practice which are a feature of all our programmes. At graduate level, professional practice modules ensure that our graduates are equipped to handle complex decisions and to lead in a principled manner. Professional practice is not just about how a person participates in practice but also about personal growth and development. Being a true professional is our aim for all our graduates.

Personal and Professional Development

We aim to provide students with the prerequisite skills and knowledge necessary to assume roles as professionals in today's business environment. By examining how leaders think and act, we expose students to an in-depth education beyond the traditional frameworks and theories. We consider the personal and professional development of the graduate as central to the teaching and learning philosophy of our programmes.

Interaction & Collaboration

Our philosophy aims to bring together insights and methods from a range of different perspectives. Our students are challenged to expand their specialist knowledge and skill-set whilst at the same time develop new mindsets and attitudes to prepare them for the demands of the international business environment.

Entrepreneurial mindset

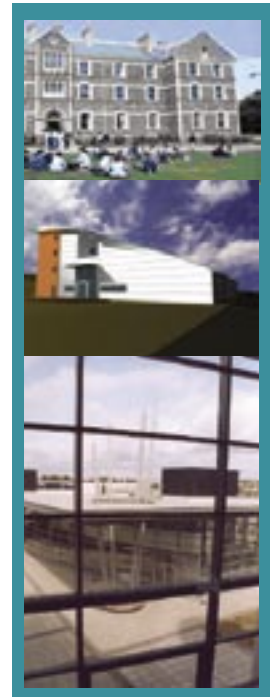
We question and challenge established norms and encourage the use of innovative approaches in the delivery of our graduate programs. Our programmes incorporate the use of a practitioner seminar series, business simulations, masterclasses and a 'live laboratory' for teaching purposes.

Impact

Our graduates have the knowledge, confidence and skills to succeed in the international marketplace and compete alongside the best managers in the world. They benefit from the professionally oriented programmes and learn from fellow students who have extensive international and career experience.

Graduate Business Department

The Department of Graduate Business at WIT is a leading provider of postgraduate business and executive education. Our diverse portfolio of programmes, detailed in this prospectus, is focused on developing the human capital to drive the knowledge economy. Graduates, on each and every one of our programmes, are brought through an innovative and unique process of transformation, which equips them with the skills to manage the challenges and opportunities presented by the rapidly internationalising business environment. As a young department in an ancient city we have already made our name through our outstanding research strengths in accounting, finance, marketing, organisational behaviour, international business, strategy and entrepreneurship. Whether an established manager or an ambitious recent graduate our portfolio has a programme that will transform your career, enrich your life and add to your personal and professional development.



Which programme is for you?



Executive MBA	MBA International Business	MB The Management of Change
<p>Propel your career forward with a best of breed MBA for professionals in full-time employment</p> <p>Page 5</p>	<p>Transforming professionals into global leaders</p> <p>Page 7</p>	<p>A specialist programme for executives leading change in their organisation</p> <p>Page 15</p>
MB Accounting	MB Internationalisation	MB <i>(Marketing, Economics & Finance, Management, Human Resource Management, Corporate Administration)</i>
<p>For business graduates who wish to fast track their career into accountancy</p> <p>Page 13</p>	<p>A programme for ambitious, internationally orientated business graduates.</p> <p>Page 11</p>	<p>A suite of specialist masters for ambitious business graduates</p> <p>Page 9</p>
MB by Research	PhD	Bespoke Programmes
<p>For exceptional graduates who wish to undertake research</p> <p>Page 17</p>	<p>Educating the next generation of academic scholars</p> <p>Page 17</p>	<p>Custom build an accredited programme for your organisation</p> <p>Page 19</p>

Executive MBA

Part Time	24 Month	Closing date 31st of May	For executives with at least 3 years significant business experience
Programme Director	Mr. Tom Egan	email: tegan@wit.ie	tel: +353-51-302426
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

About the WIT MBA

Our MBA Program transforms individuals, who in turn go on to transform their organisations. The faculty who deliver on the MBA programme are exceptional research-led academics. This research also focuses on discovering the most powerful ways to train new leaders, and putting those ideas into practice in our curriculum. As an MBA student you will develop skills and learn concepts that will accelerate your career, serving you throughout your professional life. The programme is about personal accomplishment, new insights and frameworks for thinking, about building stronger skills, expanding horizons, good governance and leadership in a challenging corporate environment.

EXECUTIVE MBA

YEAR 1 (SEMESTERS 1 AND 2)

ACCOUNTING FOR MANAGERS
BUSINESS RESEARCH & ANALYSIS
OPERATIONS MANAGEMENT
MARKETING MANAGEMENT
HUMAN RESOURCE MANAGEMENT
LEADERSHIP & ORGANISATIONAL BEHAVIOUR

YEAR 2 (SEMESTERS 1 AND 2)

BUSINESS ECONOMICS
CORPORATE FINANCE
STRATEGIC MANAGEMENT
INTERNATIONAL MANAGEMENT
MANAGEMENT INFORMATION SYSTEMS
ELECTIVE INNOVATION & ENTREPRENEURSHIP
MANAGING CHANGE

YEAR 2 (SEMESTER 3)

DISSERTATION

Students on this programme have the opportunity to visit our partner institutions overseas and participate in lecture and group discussion sessions with international colleagues. This international study trip is undertaken in year 2 of the programme and is designed with the aim of exposing students to the international business environment. Previous trips have included visits to major American corporations and lecture sessions in leading US business schools. Networking events have also been incorporated as a key part of the study trip and students have reported positively on the value of incorporating a strong international dimension to our teaching and learning philosophy. Candidates are required to complete a report of their trip as part of the international management module in year 2.

Dissertation

The capstone of this programme is the dissertation, an independent piece of research undertaken with supervision in the third semester. There is considerable scope in the choice of subject areas by the candidate and the research method employed. In addition to developing the participant's ability to undertake independent research, the dissertation aims to integrate the theoretical and practical elements of the programme learning. It is envisaged that work on this dissertation will begin during the Business Research & Analysis subject in year 1 and that students will produce research proposals. Each student is then given a supervisor who guides them through the remainder of the dissertation.



The Workload

This is an intensive programme, with a strong emphasis on teamwork and peer-to-peer learning. So once you commence the

programme your fellow students will be relying on you. While it is designed for people with lives, families and challenging professional commitments, the programme is demanding. During term time class contact is nine hours per week with lectures on Thursday afternoons and Saturday mornings. The programme is tailor-made to suit companies needs and requirements.

The Classroom

Beyond the curriculum, the lasting residue of the MBA experience is a network of academics, researchers, practitioners and above all fellow MBA professionals. The interactive learning environment, with its emphasis on participation and contribution, creates an exciting stimulating environment. MBA education at WIT Business School is deliberately intended to be a life-changing experience, one that will shape your professional identity and influence your thinking for the rest of your life.

'...the interaction with other programme participants from a wide variety of disciplines and industries significantly added to my learning experience'

Kieran Kenealy, MD ABB Transformers

Career Opportunities

The EMBA is a springboard to virtually any type of career-and the process starts long before you earn your degree. The School offers an extensive array of tools and services to help define your strengths and interests, research appropriate opportunities, connect with organisations and alumni who can assist, and find the right place for you. Past graduates have used the programme to enhance promotional prospects and to change into new careers, with opportunities in both the private and public sectors, from business development, financial services, international marketing, brand management, analysts' roles and the educational sector. The career path chosen by course participants can be enhanced by the research focus adopted for their dissertation.

Application Process

There is no single formula for a successful applicant. Candidates are evaluated for their achievements, their potential, and the fit between what they aspire to achieve and what our MBA Program has to offer. If you believe that the EMBA may be right for you, we encourage you to get all the information that you need to apply to our program.

Specifically we look for:

- A degree or equivalent. In some cases where managers have exceptional experience (of at least 10 years), an application will be considered
- Minimum age of 23 years
- At least three years of relevant business experience
- A satisfactory GMAT score
- Satisfactory performance at an admission interview

MBA Association

The EMBA is also part of the MBA Association of Ireland, a vibrant all island organisation providing educational events and services to over 1600 MBA graduates in Ireland. Recent events have included courses for the development of personal and professional skills through to both formal and informal learning events focusing on research and observations from some of the worlds most respected management thinkers and successful business leaders. Waterford graduates benefit from these and also from the networking events held on campus and the opportunities they provide for sharing ideas and practices.

MBA International Business

Full Time & Part Time	12 or 24 Month	Closing date 31st of May	For executives with at least 3 years experience holding global responsibilities and aspirations
Programme Director	Mr. Dermot Moore	email: dmoore@wit.ie	tel: +353-51-305620
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

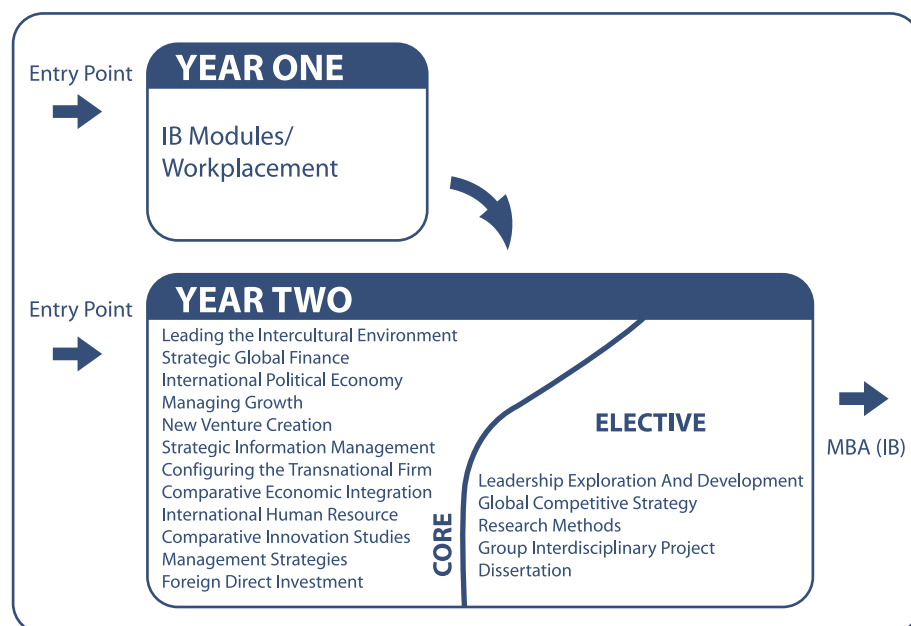
Since the 1960s the consistent policy ambition of opening up the Irish economy has led to Ireland having a global reputation for the attraction and retention of the best of foreign direct investment. On the back of those policies, Ireland has punched above its weight in the internationalisation of indigenous enterprise. To excel at the top of enterprise, ambitious managers need to build upon their functional skills to become international leaders. The MBA in IB, an aggressive 2 year full-time programme, builds on WIT's School of Business successful Executive MBA programme.



Flexible programme Structure

The MBA in International Business is a two-year programme, with multiple entry and exit points. Suitably qualified applicants may enter the second year of the programme directly. For those who do not meet the criteria for entry directly to the second year, a preliminary year may be offered to provide candidates with the opportunity to fill any perceived gaps in theory, awareness and/or experience of international business issues. The year consists mainly of work placement in an international environment and/or academic studies in international business or a combination of both depending on the profile of each individual candidate. A Learning Agreement will identify the academic and career profile gaps of the applicant and on this basis, the candidate will pursue the year in an academic or work setting as appropriate.

Teaching methods, while innovative and varied, emphasise self-learning and the demonstration of initiative by



participants. There are two exam sittings each year: semester one exams take place in January while semester two exams take place in May. Each subject is assessed by either end of semester exam or continuous assessment.

Dissertation

The capstone of this programme is the dissertation, an independent piece of research undertaken with supervision. There is considerable scope in the choice of subject areas by the candidate and the research method employed. This is a major element of the course, accounting for one third of the total marks. The Research Methods module supports the dissertation process. Each student is allocated a supervisor who guides them through the dissertation. In addition to developing the participant's ability to undertake independent research, the dissertation aims to integrate the theoretical and practical elements of the programme's learning. The dissertation will enable candidates to acquire an extensive set of transferable skills through the critical thinking and independent thought processes that will enhance their own self-awareness and capacity to appreciate learning as a constantly recurring cyclical process.

Career Opportunities

MBA graduates make a difference wherever they go. The potential career paths for those graduating from the MBA in International Business are many and diverse including opportunities in both the private and public sectors namely in business development, financial services, international marketing, brand management, analysts' roles and in the educational sector. The career path chosen by course participants can be enhanced by the research focus adopted for their dissertation.

Application Process

Each applicant brings a unique set of experiences, and each application is assessed individually. We look for strong academic qualifications and work experience. For those who do not meet the criteria for entry, a preliminary year may be offered to provide candidates with the opportunity to fill any perceived gaps in theory, awareness and/or experience of international business issues.

Specifically we look for:

- Degree or professional qualification or equivalent to be in a business-related field
- Three years or more relevant business experience, with an international dimension
- A satisfactory score in the GMAT score
- Satisfactory performance at the admission interview
- For non native English speakers, evidence of fluency in written and spoken English

Where applicants do not meet one of the above criteria, they may be offered the opportunity to proceed through the Preliminary Year of the Programme.



The MBAI is also part of the MBA Association of Ireland, a vibrant all island organisation providing educational events and services to over 1600 MBA graduates in Ireland. Recent events have included courses for the development of personal and professional skills through to both formal and informal learning events focusing on research and observations from some of the world's most respected management thinkers and successful business leaders. Waterford graduates benefit from these and also from the networking events held on campus and the opportunities they provide for sharing ideas and practices.

MB- Masters in Business Studies

Full Time	12 Month	Closing date 31st of May	For ambitious business graduates
Programme Directors	Dr. Sheila O'Donohoe	email: sodonohoe@wit.ie	t. +353-51-302422
	Dr. Susan Whelan	email: swhelan@wit.ie	t. +353-51-302438
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	t. +353-51-302424



A specialist Masters is now a highly sought after qualification both by those getting ready to launch their careers and potential employers. At WIT School of Business we offer the MBS programme as a platform to build your own unique degree, based on your business interests, and career ambitions. Students choose which discipline to specialise in- Marketing, Human Resource Management, Management, Corporate Administration, Management and Economics and Finance. This approach is unique both in terms of the breadth of the subject coverage and the depth of subject expertise with options from monetary economics to business coaching. A key feature of the programme is that it sets the theories into a wider practical perspective, through the use of case studies, state of the art technology and visiting staff who are experienced and respected practitioners.

The programme

This MBS programme stands apart for its **pace, rigour** and **depth**. This programme moves beyond passive knowledge acquisition. Instead emphasis is placed on developing skills of critical thinking, analysis, debate, dealing with high levels of ambiguity, decision-making and the simultaneous treatment of interdependent decisions in a more complex environment.

4 key themes

**Specialist
Core Business
Professional Practice
Methodology**

MBS

	Semester 1	Semester 2	Semester 3
CORE	Entrepreneurship & Innovation Management Seminar Series Leadership Business Simulation 1 Research Methods	Business Development Business Cases Business Coaching Business Simulation 2 Research specialisation (one of the following) • Qualitative Research • Quantitative Research • In-Company Project	Dissertation
ELECTIVES			
Marketing	Advanced Marketing Analysis 1 Reputation Management	Advanced Marketing Analysis 2 Advanced Marketing Strategy	
Economics & Finance	Econometrics Corporate Financial Interpretation	Monetary Economics Financial Derivates	
HRM	International HRM Emerging Issues - HR	Human resource consultancy Employee Relations Strategy	
Corporate administration	Corporate regulation & practice Corporate Governance	Corporate compliance & ethics International Corporate Governance	
Management	Knowledge management Management Skills Development	Managing corporate creativity Managing Change	

7 Subjects in Semester 1 & 2
Modules offered are subject to change

Elective Streams

Economics and Finance	Marketing	Human Resource Management
<p>There is a strong commitment to the development of international financial services in Ireland which seeks to maximise the level and quality of employment in the industry and to enhance links with related sectors. We aim to respond to this strategic development by providing advanced specialist modules in Economics and Finance as part of our MBS program. With financial services companies in Wexford, Kilkenny and Waterford the South East region is quickly emerging as one of the preferred locations for the financial services industry outside of Dublin.</p>	<p>Recent reports have also emphasised that the most significant issues facing both Irish and international firms are that customers are increasingly demanding better quality products and services and that competition for sales is intense. We recognise the need to provide advanced training in marketing theory and practice and through the Waterford Crystal Centre for Marketing Studies, we offer advanced modules in marketing as part of our MBS.</p>	<p>Our specialist modules in HRM provide the student with an opportunity to enhance their specialist subject knowledge, experience innovative learning methods and explore opportunities arising from innovation, change and business development. They achieve this through participation in class activities but also through involvement in events organised by the Chartered Institute of Personnel and Development (CIPD). Our School has well developed links to the CIPD and the body provides strong recognition of our programmes.</p>
Corporate Administration		Management
<p>Our MBS course is also unique in that it highlights the importance of process in achieving personal and organisational objectives. Students are expected to apply theory to practice and test their acquired knowledge whilst examining 'real' organisational problems or managerial challenges. Here again we align our activities closely with key professional bodies and our students benefit from our close relationship with the Institute of Chartered Secretaries and Administrators.</p>		<p>The Management specialism is again innovative, problem focused and interdisciplinary in nature and builds on the success of our Executive MBA Programme. It is designed to prepare individuals with the necessary knowledge and skills to meet the complexities of dynamic and complex organisational environments and prepare them to be leaders and effective decision makers in industry. On completing the course, they will have both the personal skills and specialist knowledge to undertake challenging assignments and integrate more effectively into the workplace.</p>

Entry Requirements

The course is suitable for pre-experience graduates, who want to build on their prior learning and have an aspiration to reach a senior management position. In general, we ask you to have: A good business related degree (usually a 2H1 or higher) or its equivalent. In keeping with the programme's philosophy we apply a broad definition of what constitutes a business degree. International applicants will require a standard of English at TOEFL score of over 6 or IELTS score of over 7.



MB- Internationalisation

Full Time	12 Month	Closing date 31st of May	For exceptional graduates
Programme Director	Mr. Declan Cahill	email: dcahill@wit.ie	tel: +353-51-845616
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

The MB Internationalisation is concerned with critical aspects of business formation and development across borders. At the cutting edge of business discourse, the programme unpacks the issues of international business activity, underpinning the theories and practice of new business creation in complex cultural and economic contexts. Its international scope and character is evinced in its overall objectives, the use of international case studies and data sets, the availability of staff, policy makers and practitioners from an international community of businesses, academic institutions, policy making and other organisations.

The programme

The MB Internationalisation at WIT School of Business is a one-year full-time taught postgraduate business programme. It is a well established programme having been developed in 1999 in light of the growth of the international profile of Irish business and culture, the location of multinational business in Ireland and the emergence of the multinational marketplace. Today globalisation is a reality regardless of firm size for most businesses. The relative decline in market boundaries and the emergence of global competition places both opportunities and demands on the management of all firms.



This programme contributes to the academic, professional and personal development of candidates. Its aim is to provide exposure to a broad set of areas so that candidates will graduate with a range of skills and perspectives. Candidates come from a diverse set of undergraduate degrees that contributes to the learning experience. WIT prides itself on its staff/student interaction and the emphasis on interactive learning helps to create an exciting and stimulating environment.

The programme structure

<p>Mandatory Subjects</p> <p>Semester 1</p> <ol style="list-style-type: none"> 1. International Strategy 2. Strategic Finance 3. The Economic Environment 4. Intercultural Environment 5. Seminar Series 6. Research Methods <p>Elective Subjects</p> <p>Choose 1</p> <ul style="list-style-type: none"> Entrepreneurship & Innovation MGT IB Relationships & Networks 	<p>Semester 2</p> <ol style="list-style-type: none"> 1. Business Development 2. Foreign Direct Investment 3. Global Organisation Behaviour 4. Marketing & International Business 5. Political Environment 6. Qual/Quan Data Analysis <p>Choose 1</p> <ul style="list-style-type: none"> Business Coaching Business Cases
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The subjects have a strong academic content as is appropriate for study at masters level. Teaching methods, while innovative and varied, emphasise self-learning and the demonstration of initiative by participants. There are two exam sittings each year: semester one exams take place in January while semester two exams take place in May. All subjects have a significant continuous assessment element which typically accounts for 50% of the total marks of a subject. Both

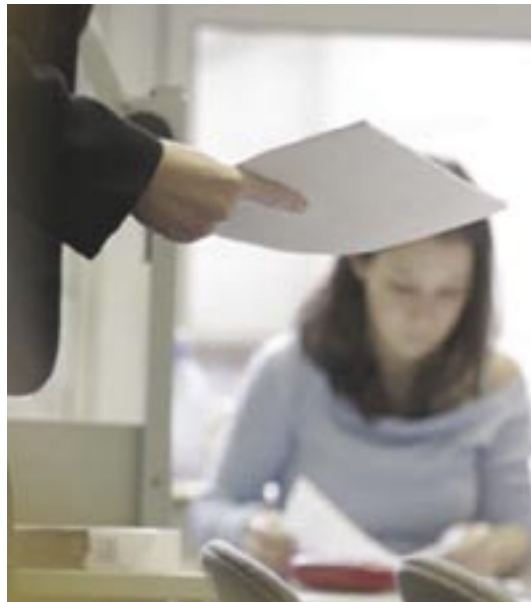
the Research Methods and Qualitative/Quantitative Analyses are examined fully via the course work.

The dissertation

A dissertation on a particular topic of business research will be completed by each candidate in the third semester. There is considerable scope in the choice of subject areas by the candidate and the research method employed. This is a major element of the course, accounting for over 20% of the total marks. The Research Methods and Qualitative/Quantitative Analyses modules seek to support the dissertation process. Each student is allocated a supervisor who guides them through the dissertation. In addition to developing the participant's ability to undertake independent research, the dissertation aims to integrate the theoretical and practical elements of the programme's learning.

Career Opportunities

The qualification and experience of the MBS in Internationalisation pays dividend through ones working life. The programme will benefit graduates looking for a career in international business, to employees of transnational and entrepreneurial organisations, to those setting up new ventures in knowledge-based or high technology industries, which are located in the global market place, to policy makers, and to others interested in critically investigating the global market place of business and entrepreneurship.



Graduate Profile

Brian Roche BBS, MBS (Marketing Executive - Boots the Chemists Retail Ireland; 2003 Graduate)

Brian Roche, from Cork, graduated with a Bachelor of Business Studies specializing in Marketing from Waterford Institute of Technology in 2002. Brian continued his studies at WIT by completing an honours MB in Internationalisation degree in 2003. He is employed as a marketing executive with Boots the Chemists Retail Ireland working with the Republic of Ireland Marketing team. His responsibilities include the organisation, implementation and monitoring of all sales promotion, pricing and launch marketing activities of Boots (Ireland).

Brian comments:

"The MBSI programme was utterly enjoyable and interesting. It was intense with plenty of readings, projects and presentations but certainly rewarding at the end of the day. The curriculum covered gave me a thorough insight into the operations of multinationals and helped me to determine the career path I wanted to take. It was certainly informative and prepared me for the complexities involved in working for a Multinational organisation."

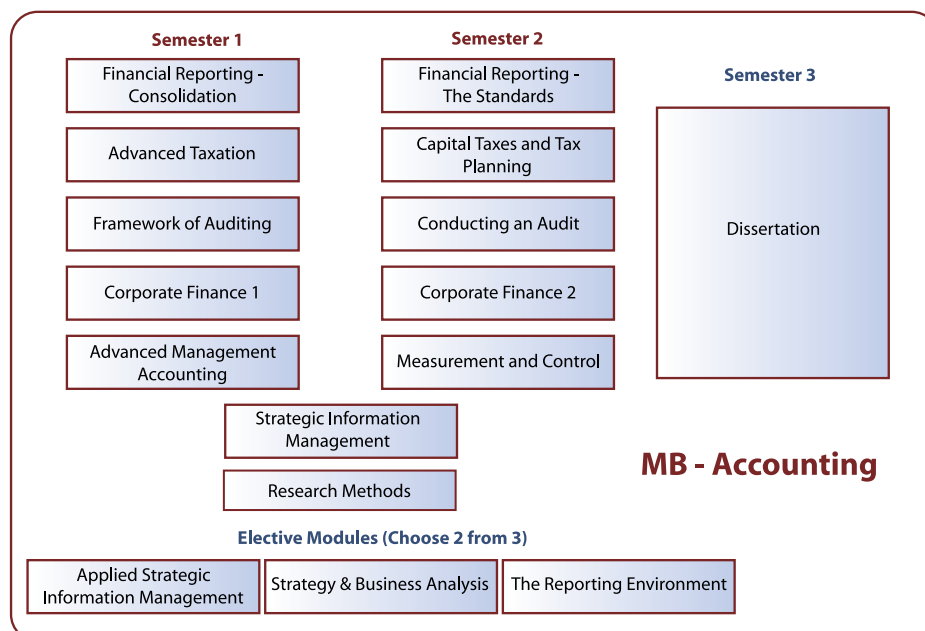
MB - Accounting

Full Time	12 Month	Closing date 31st of May	For business graduates who want a fast-track into the accountancy profession
Programme Director	Mr. John Casey	email: jcasey@wit.ie	tel: +353-51-302425
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

Careers in accounting have undergone tremendous change to meet the challenges of today's businesses. Whilst regulations have become complex and stricter, the role of Accountants has evolved, with Accountants increasingly taking a proactive role in strategic management and corporate decision-making activities. To succeed they need to have a broader view of the organisation than the past. The WIT School of Business, Master in Business - Accounting program was developed to prepare business graduates to meet that challenge, giving them the skills corporate leaders are seeking, so that they can make a positive impact on corporate performance.

The Programme

The Masters in Accounting is a challenging one-year taught programme aimed at preparing business graduates for entry into the accountancy profession. The programme is a fast track to a career in accountancy, earning generous exemptions from the professional institutes (for example the Institute of Chartered Accountants in Ireland offer successful graduates an exemption from the Professional 3 series of examination¹). On the programme, participants share experiences and knowledge to maximise learning. WIT prides itself on its staff/student interaction and the participatory and interactive learning creates an exciting and stimulating environment. The intensive nature of the programme and its emphasis on teamwork means that one will learn not just with your class group or team, but from them, too.



Assessment

- Semester 1 exams in January
- Semester 2 exams in May
- Continuous assessment, group work & individual project work is worth approx. 30% of each subject
- Dissertation

¹ The exemption from the Institute of Chartered Accountants in Ireland is subject to a number of conditions. In order to be eligible for the Professional 3 exemption students must have been granted an exemption from Professional 1 and 2 on the basis of their undergraduate degree results. It is also necessary to get 50% in each of the exemption related subjects in the M. Acc. programme. This requirement does not preclude students from joining the programme. The granting of exemptions is a matter for the various professional institutes and may be subject to change. WIT cannot accept any responsibility in relation to the granting of exemptions. Exemptions correct at the time of going to press.

On completion of the course participants possess the analytical capacity and the critical evaluation processes required by accountants in the modern business environment. This enhances the relevance and effectiveness of their professional advice and makes the student more valuable to employers. This programme of study is not intended to be a surrogate for experience, it does, however, give students a detailed understanding of the fundamental concepts which can be called on to help with the real world experiences which the student will encounter later in his/her career.

Independent Research

Towards the end of their MB programme each student is required to complete a dissertation, which accounts for 20% of the overall grade. In addition to the research methods course, each student benefits from the advice and insights of an academic supervisor. The outcome is a substantial and authoritative piece of original research work. There is considerable latitude in the choice of subject area, its scope and research methods. Not only does the dissertation develop the capacity and skill set to undertake research, it also serves to integrate the theoretical and practical elements of the programme.



Entry Requirements

Specifically we look for:

- A strong business or accounting undergraduate degree, normally a 2HI or better, with a significant specialisation in accounting.
- In some instances graduates who achieved a 2nd class honours grade 2 who can demonstrate a high level of performance in the accounting related may be offered a place.
- Applicants whose first language is not English will need to demonstrate English proficiency.

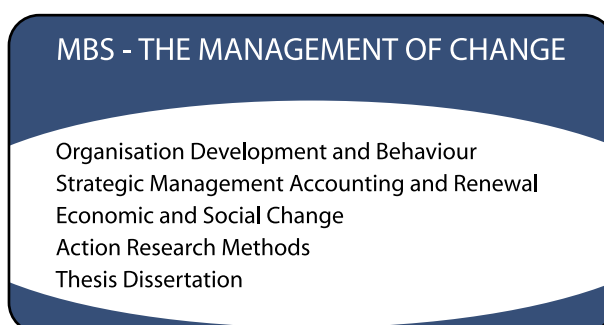
MB - Change Management

Part Time	24 Month	Closing date 31st of May	For executives with at least 3 years at a senior level
Programme Director	Mr. Dan Maddox	email: dmaddox@wit.ie	tel: +353-51-302447
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

The MB Change Management program is stimulating, intense, and develops highly effective business management professionals. The in-class experience includes numerous simulations of management decision-making scenarios, extensive interaction between the faculty and the students, personal communication and presentation skills enhancement, and team exercises. The faculty at WIT School of Business stay abreast of the rapidly changing business environment, and provide graduates in this area with the tools and skills required to be effective change agents in their organisations.

The Programme

The programme places great emphasis on the psychology of the individual and the organisation, on the development of participant self-awareness and values, on successful organisational development approaches, and on the mastery of change management. It strengthens presentation and communication skills, including extensive collaboration with management practitioners and business professionals.



We aim to provide students with the prerequisite skills and knowledge necessary to assume roles as professionals in today's business environment. By examining how leaders think and act, we expose students to an in-depth education beyond the traditional frameworks and theories. We consider the personal and professional development of the graduate as central to the teaching and learning philosophy of our programmes.

The workload

The course runs over one and a half full days per week, an allowance which fully provides sufficient time for the taught element while at the same time minimises release for participants to a single half-day (The full day referred to includes class attendance from 1400 to 2200 hours on a weekday and a half day's attendance on the weekend of Friday night or Saturday morning). This highly regarded program develops effective management professionals, emphasising in-depth analytical skills, understanding of change management fundamentals from several important perspectives, awareness and adaptation to changing business contexts, effective communication and presentation skills, and a strong organizational development component.

Action Research and Thesis

The thesis dissertation involves the research and write up of a work related critical incident in the areas of organisational change or development. The action research projects and research topics selected by candidates should ideally be within their own work organisations. The thesis dissertation will conform to the common dissertation policies and guidelines adopted for all postgraduate programmes. In addition to these guidelines participant research progress will be monitored and evaluated through the use of log-books that will be kept for the duration of the action research project and written-up by each individual participant.



Entry Requirements

Interested applicants should be knowledgeable about the contemporary environments that face organisations including features such as complexity, pace of change, controllable and uncontrollable factors, and the management and change challenges confronting organisations. They should also display a competence in solving problems analytically and in separating issues and problems in terms of cause and effect. Specifically we look for:

- A degree or professional qualification in business, science, engineering or humanities.
- Minimum age 23 years.
- Three years management experience ideally at senior level
- Satisfactory performance at programme interview
- In exceptional circumstances a candidate may be admitted to the programme even though they fail to meet the stipulated academic criteria. There will be three major determinants for entry in this situation. The first is that the candidate's managerial experience is sufficient to offset the shortfall in prior academic achievement. The second is that the candidate, based on an interview convened by the Course Board, displays sufficient verbal, written and problem-solving abilities. Finally, based on the interview, or any qualifying test set for this purpose, the candidate must clearly exhibit an ability to contribute, at least equally, to course success.

Research Degrees- PhD & Masters of Business by Research

Full Time & Part Time	Flexible Duration	World-class faculty	For exceptional graduates who wish to undertake research
Head of Dept. of Management & Organisation	Ms. Joan McDonald	email: jmcdonald@wit.ie	tel: +353-51-302483
Head of Dept. of Accounting & Economics	Mr. Ger Long	email: glong@wit.ie	tel: +353-51-302026
Head of School	Dr. Tom O'Toole	email: totoole@wit.ie	tel: +353-51-302025
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424

WIT is an environment created for learning, not just teaching. The Faculty at WIT School of Business is dedicated to research at the frontiers of their fields, and consequently offers a range of research opportunities through to Ph.D. and Postdoctoral level. Excellent supports and research infrastructure underpin the WIT Business School MB by research/Ph.D. programme. The intensity of the programme demands energy and zeal in the pursuit of greater understanding, and a willingness to master the behavioural and economic sciences that are the essential components of academic research in business related disciplines. Such preparation reaches its culmination in the original research presented in a candidate's doctoral dissertation, and conferral of the Ph.D. in Business signifies that he or she has attained expert competence in a major field of business study. Through this learning process a student undertakes the transition from student to colleague that characterises the Ph.D. experience.

We offer the facility to study for PhD, and Masters of Business by research degrees on either a full-time or part-time basis. Intellectually challenging and rewarding, our doctoral programme is designed for individuals who exhibit a lifelong commitment to scholarship, teaching, and research. The goal is to educate students in the most advanced theories and research within their chosen fields so that they can be leaders in the creation and dissemination of new knowledge. Our programs are directed towards those individuals who have the intellectual capacity for advanced study, who enjoy independent research and analytical thinking, and who wish to contribute to the future development of business knowledge and practice. The reputation and high quality of our programme reflects the strength of our faculty and PhD students.



A Culture of Collaboration and Excellence

Significant change is underway within the international business environment, which is challenging management schools across continents. Business Schools must work to impart the skills required to respond to changes in technology, international competition, and the changes evident in political and social environments. Such complexity within the contemporary business environment calls for innovative ideas rooted in solid academic research. Our vision is to enable exceptional students to conduct original research that has impact and significance for academia and management practice. Our faculty's experience and interests create an intellectual environment that encourages the pursuit of innovative ideas and a culture that promotes collaboration within and outside the Institute.

Students are introduced to advanced levels of learning in different areas of business and are trained to conduct independent research in their chosen specialty. One of our key objectives is to ensure that our graduates are skilled in research methodologies beyond their own specific interest areas. Indeed, the vast majority of the programme experiences are designed to develop the students' research abilities, and to prepare them to communicate that research to a variety of audiences. To this end, all candidates are trained in research methodology and engage in seminars at which they present their own research within WIT and also externally at relevant conference events. In addition to imparting specialised expertise, the doctoral research undertaken helps students combine the academic, business and technical resources available to enhance scholarship, promote the development and growth of business enterprises, and improve the economic and social conditions of individuals in our community.

The Faculty is composed of individuals with diverse interests who are actively engaged in research, and who have established reputations in both teaching and research. Members of the WIT School of Business faculty routinely present their research at major academic conferences and publish in top-tier journals. This enables them to effectively supervise doctoral students, who, in close partnership with faculty, are part of the intellectual assets of the School.

Are you up to the challenge?

Much of the School's research is focused through centres of excellence that bring together scholars to collaborate on research papers and projects. WIT School of Business has particular research strengths in the areas of marketing, healthcare management and entrepreneurship. Case exhibits of some of the work undertaken in our research centres is provided in later sections of this brochure. Our Ph.D. students are provided with excellent support for work in their field due to the development of a "critical mass" of talent among the School's faculty. Our Ph.D. programme provides excellent opportunities for multidisciplinary research that cuts across functional disciplines in the School and across departments in other colleges and schools within the Institution. At WIT School of Business, scholars, students, alumni, and business professionals have created an environment that supports and actively promotes research. Together, we've built a reputation for creating new knowledge and solving business challenges. Applicants from diverse backgrounds and disciplines are evaluated with regard to their potential to excel on our program. Students are, however, expected to have had a rigorous academic background to prepare for the research requirements of the doctoral program.



Areas of Interest

The School offers research opportunities in a wide range of business disciplines. The core disciplines are accountancy, finance, economics, management, human resources, strategy, change management, international business and electronic commerce. Research is also undertaken within a number of research centres namely, Waterford Crystal Centre for Marketing Studies, the Centre for Entrepreneurship and Centre for Management Research in Healthcare and Healthcare Economics. All these centres have been successful in attracting external funding for their work and in aligning the School with other leading institutions world-wide. We have developed and maintain integrated links with employers, professional bodies and other external parties relevant to our work. All staff have strong links with the professions including the main Accountancy bodies, the Irish Marketing Institute and the Chartered Institute of Personnel and Development.

Expression of Interest

If you are interested in researching at WIT School of Business contact the Graduate Business Office by phone (+353(0)51-302424) or email (graduatebusiness@wit.ie). Alternatively please contact the relevant Department (Ms Joan McDonald, Head of Department of Management and Organisation, (051 302483 email jmcdonald@wit.ie ; Mr Ger Long, Head of Department of Accounting & Economics, 051 302026 or email glong@wit.ie).

Bespoke Programmes

Flexible	Rigorous	Validated/Un accredited	Custom Programmes that contribute to your business's bottom line
Head of Graduate Business	Dr. Denis Harrington	email: graduatebusiness@wit.ie	tel: +353-51-302424
Head of Dept. of Management & Organisation	Ms. Joan McDonald	email: jmcdonald@wit.ie	tel: +353-51-302483
Head of Dept. of Accounting & Economics	Mr. Ger Long	email: glong@wit.ie	tel: +353-51-302026
Head of School	Dr. Tom O'Toole	email: totoole@wit.ie	tel: +353-51-302025

Courses for your organisation

We offer outstanding bespoke programmes, focused entirely on your company's needs and customised specifically to your requirements. Such a programme can lead to a full-accredited WIT Ordinary Degree/Diploma award. Our bespoke programmes are unique to each organisation and are suitable for small businesses through to large companies, and for operational level management through to board level executives. The process of developing a bespoke executive education programme is a partnership that begins and ends with your requirements. We develop a thorough understanding of your business to ensure we deliver outstanding



programmes that closely match your resources, capabilities and strategy in practice. Our programme developers will work with you to incorporate internal speakers from your business areas or simply focus the learning, using our world-class faculty, in the context of your business. This ensures that the work is relevant to you and immediately actionable, fitting the demands of your organisation and your customers. For examples of the current activity underway in this area, please refer to the case studies below.

Case study



South East Enterprise Platform Programme

The South Eastern Enterprise Platform Programme (www.seepp.ie) is a year long programme designed to assist entrepreneurs to bring their business ideas from concept to commercial reality. The programme is located within the Centre for Entrepreneurship, WIT in partnership with Enterprise Ireland and Tipperary Institute. SEEPP provides a one-year rapid incubation programme designed to provide hands-on support and management development for entrepreneurs who wish to start their own business. SEEPP's participants have access to professional training, a support network of mentors, on-site resources including incubation units, pilot plant and meeting facilities and one-to-one business counselling. The programme is based on models of experiential and action learning. Assessment consists of 4 reports based on actual work pertaining to the participants business. Comprehensive one-to-one mentoring and coaching with the participants underpins the entire programme. A Post Graduate Diploma in Enterprise Development has been introduced to formally recognise the achievements of participants on the programme and is managed within the Centre for Entrepreneurship. The SEEPP programme is now considered to be one of the most successful enterprise programmes operating in Ireland.

Within the Centre for Entrepreneurship particular focus is given to the teaching and development of entrepreneurs, policy makers/implementers and business advisors; while at the same time researching new and innovative ways of teaching entrepreneurship and learning from existing programmes. Much of the research is based on the programmes provided by the Centre, and the entrepreneurship research performed on a local, regional and international basis provides inputs to the development of the programmes offered by the Centre. Further information on the Centre For Entrepreneurship, contact Mr Bill O’Gorman, Lecturer in Entrepreneurship, Telephone 051 305585 or email wogorman@wit.ie. Programme information for the Enterprise Platform Programme can be obtained from Mr Eugene Crehan, Telephone 051 302953 or email ecrehan@wit.ie



Case study



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Founded in 2003, the Centre for Management Research in Healthcare and Healthcare Economics was established with a remit to conduct and disseminate applied research in a previously underrepresented area in an Irish context. Since its inception, the Centre has benefited from a collaborative partnership with the South-Eastern branch of the Health Services Executive (HSESE), which has facilitated both the joint identification of key research priorities and access to research sites where appropriate.

At a time of massive structural change and increasing emphasis on accountability and improvement of standards within the healthcare system, there is a need for healthcare workers to be equipped with the necessary tools to conduct rigorous research into the areas of healthcare management that are impacting on service delivery. The research training provided by the Centre addresses the fundamentals of conducting research in a healthcare setting, with particular emphasis on the areas of quality and performance in healthcare. This training is usually provided in the form of intensive, workshop orientated sessions, with the focus on engaging participants in interactive dialogue.

A series of Masterclasses have also been co-ordinated addressing various aspects of healthcare management, such as; governance; brand reputation; patient involvement; and leadership development. As is the case with the research training sessions, the emphasis during these Masterclasses is on interactive dialogue among those attending. The Masterclasses are delivered in WITs state-of-the-art facilities and are facilitated by members of the Centre’s research team and invited speakers specialising in the area. These Masterclasses provide not only an insight into a particular topical area of healthcare management for those attending, but also the opportunity for healthcare workers in the region to come together and discuss current issues. If you would like further information on the Centre’s activities, please contact us on (051) 302424 or email graduatebusiness@wit.ie

Case study



Irish Agriculture and Food Development Authority



Teagasc, Ireland’s National Agricultural and Food Development Authority work with WIT School of Business to provide a comprehensive system of business training for the farming community. At a time of unprecedented change within the industry graduate farmers have been challenged by the new competitive landscape unfolding within the sector. These changes have included the business issues of farm financial management, the exploitation of new business opportunities, rural diversification and the ever expanding legal and environmental framework within the sector. The Postgraduate Diploma in Farm Financial Management developed in collaboration with

Teagasc, aims to respond to these challenges. It is delivered over 2 years in 20 two day block sessions per academic year. The program draws on the state-of-the-art resources at WIT School of Business to respond in a flexible way to the needs and requirements of the graduate farming community. If you would like more information on this programme please contact Mr Kevin Reidy, Lecturer in Economics, 051 302645 or kreidy@wit.ie .

Case study



The Department of Graduate Business at WIT consists of numerous academic professionals with extensive experience in small firm training and management across multiple sectors and with specific expertise in the small firm organisational learning process. The Waterford Crystal Centre for Marketing Studies, directed by Dr Susan Whelan and Anthony Foley have initiated the development of a learning network model to address the challenges faced by small firms in a number of sectors. The training interventions provided focus on enabling enterprises to take control of learning activity, leading to much greater participant involvement, and enhanced contribution of learning to organisational performance. The team within the Centre direct the funded County Based Tourism Learning Networks programme for Failte Ireland in the region (with Programme Manager, Ms. Anne-Marie Frampton) and have also worked with other firms in the organisational learning context. For further information on how we may help you please contact Dr Denis Harrington, Head of Graduate Business, (051) 302424 or graduatebusiness@wit.ie.



Ireland ... South-East ... Waterford ... School of Business

The force behind our success is our ability to attract and retain the best faculty. Many of the things that attract you to study in Ireland, the South East and Waterford have been the same things that have attracted our academics. Very simply Waterford and its region offer an outstanding quality of life. The great outdoors, sport, the arts, vibrant urban centres of Kilkenny and Waterford City, relaxed pace of life, reasonably priced property and world class enterprise, WIT has it all on its doorstep.



Many multinationals choose the south east as their home, leaders in electronics and precision engineering, pharmaceuticals and healthcare and in international traded services. These include Merck Sharpe & Dohme, Guidant Ltd., Clonmel Healthcare, AOL Bertlesman, Bausch & Lomb, Honeywell International Ltd., Hasbro Ltd., Glaxo Smithkline, Genzyme and Sun Life Financial.

The South-East Region is rapidly emerging as a preferred location outside Dublin for the financial services industry. A cluster of financial services companies is developing with a significant presence in Waterford, Kilkenny and Wexford. These include such companies as BISYS Hedge Fund Services (Waterford), State Street (Kilkenny) and PFPC (Wexford).

Unlike many regions in Ireland, the South-East has a thriving indigenous industrial base with exceptional businesses such as Glanbia and Waterford Wedgwood, and a vibrant SME sector. WIT demonstrates its commitment to entrepreneurship through the South East Enterprise Platform Programme (www.seepp.ie) and the Centre for Entrepreneurship.



College & Campus

Nestled in the main Campus, the School of Business offers students the ultimate learning environment. Our new, state-of-the-art library and lecture halls are complemented by our class-leading ICT services, to equip our students for their learning journey. The on-campus residential community instil the ideals and camaraderie that are the enduring legacy of the WIT student experience. Beyond the lecture hall, students join in an extraordinarily diverse range of activities including seminars, study groups, guest speakers, sports and social events. Across all our graduate programs, the teaching and learning philosophy focuses on the development of the person and professional through active and applied learning. Our Institute and region offer many attractions both as an academic institution and a geographically and culturally attractive location in which to live. We provide students with easy access to a wide range of recruiters, professional bodies and career opportunities. The networks you develop at WIT will endure through the rest of your life.



Please note

Whilst every effort has been made to ensure that the information contained in this prospectus is accurate at the date of publication, WIT does not intend by publication of the prospectus to create any contractual or other legal relation with applicants, accepted students, their advisers or any other person. The College is unable to accept liability for the cancellation of proposed programmes of study prior to their scheduled start; in the event of such a cancellation and where possible, the College will take reasonable steps to transfer students affected by the cancellation on to a similar or related programmes of study.



**Graduate Business Office, School of Business, Waterford Institute of Technology,
Waterford, Ireland.**

**Telephone +353 51 302424 Fax +353 51302456
email: graduatebusiness@wit.ie web: www.wit.ie**