



Technology Ireland
ICT
SKILLNET



MSc in Leadership, Innovation and Technology

This Masters is grounded in the integration of personal, professional and organisational development. It addresses key themes in leadership, organisational behaviour, strategy, innovation, personal awareness, change management, emotional intelligence, entrepreneurship, creativity and critical thinking.

**“You learn
the theory but
also the skills of
organising, analysis,
interpretation, and
communication”**

**“You
become
immersed
in current
management
practice”**

This Level 9 Masters Degree has been developed by the College of Business at Dublin Institute of Technology (DIT) in partnership with Technology Ireland ICT Skillnet. It is delivered part-time over two years mostly through live streamed lectures online with additional face-to-face and online workshops and tutorials.

The programme is highly practice focused and concentrates on the personal and professional development of the participants by honing their analytical, conceptual and critical thinking skills; developing personal, consultancy and research competencies; and building a detailed understanding of the tools, methodologies and frameworks to support advanced management capability.

Programme Structure

The programme is delivered in two-phases: The first phase includes a suite of six modules (*detailed below*) that address key development areas for leaders and entrepreneurial professionals in the ICT sector.

The second phase involves working on an applied and structured project. By conducting research in the context of your organisation and specialist area, you build your personal expertise while contributing to important management issues in the organisation.

The research involved will typically focus on research 'in' the organisation rather than 'on' the organisation. It is more likely to involve cross-disciplinary work, thus contributing to your own practice and development.

“There are no exams”

“You get an integrated view of innovation in different operating contexts”

Modules

- + Innovation Management & Creativity
- + Problem Solving & Critical Thinking
- + Personality & Leadership
- + Strategy Tools for Competitive Positioning
- + Strategic Management of Technology & Innovation
- + Team Leadership and Change Management

**30
ECTS**

Applied Research Project

**60
ECTS**

MSc in Leadership, Innovation & Technology

**90
ECTS**



Modules – Phase 1

Innovation Management and Creativity

This module focuses on the strategic and managerial aspects of innovation spanning strategic integration and organisational alignment through to commercial execution. Theoretical models and practical tools will provide participants with an integrated view of innovation in different operating contexts. The module considers innovation management through the Goffin and Mitchell Pentathlon Framework – Strategy, Organisation, Idea Generation, Prioritisation and Implementation.

Problem Solving and Critical Thinking

This module will introduce programme participants to the basic concepts and skills of evidence-based management practice. The module is directly relevant to professionals who desire to improve the quality and outcome of their decision-making using best available evidence. This module aims to consolidate and develop the learner's ability - both in a group and individually - to solve problems, to be creative and to think critically. Participants will develop a systematic approach to solving problems, designing, implementing and evaluating solutions.

Personality and Leadership

Knowledge of the core management frameworks and concepts is only one part of the leader's toolkit. To be truly effective leaders must also develop a range of management 'skills' and heightened levels of self-awareness, social and emotional intelligence. This module seeks to develop participants' insights and proficiency in effective personal and professional development. The module is framed by using the psychometric tool NEO-PI-3, to identify individual leadership profiles, then seeks to develop competencies through one to one mentoring supplemented with a reflective practice assessment. Learners will complete the NEO-PI-3 personality profiling tool. The feedback from this will help to develop heightened levels of self-awareness, social and emotional intelligence.

Strategy Tools for Competitive Positioning

This module explores the concepts, theories and techniques on which strategic management is based and explores their application in a wide range of business settings. The design, implementation and maintenance of strategic planning systems and strategic thinking are central issues of concern throughout the module. The module provides a basis for participants with applied knowledge and analytical approaches that will enable them to lead and manage their business from a strategic level rather than an operational one. This module is also concerned with introducing contemporary management

Phase 1: Months 1-8

The six modules in the first phase allows you to immerse yourself in current management thinking. The work-based assignments will further allow you to test potential ideas for the Applied Research Project to be completed in the second phase of the programme.

Phase 2: Months 9-24

The research project requirement will have a structured design with workshop based and webinar based training and sequenced outputs that build towards the delivery of a high quality research project with potential to deliver real impact.

“There is a particular focus on team-working and change management”

tools and practices and with explaining how each can be used and applied in business management. It will deal with (i) Strategic Models i.e. those that help analyse and plan a company's strategic position; (ii) Tactical Models i.e. those that help to organise a company's processes, resources and people; and (iii) Operational Models i.e. those that help organisations and implement best practices.

Strategic Management of Technology and Innovation

Technologies enable firms to deliver products, services, processes and business models to meet the needs of defined target groups while achieving differentiation and sustainable advantage. Students will learn about the management of technology and the decisions and processes that help to generate, develop and deliver it in the context of company strategy and growth objectives. The module focuses on linking different disciplines to plan, develop, test and implement technological capabilities to shape and deliver the strategic objectives of the organisation. Significant learning will be gained from a review of the industry context and of company-level best and next practice.

Team Leadership and Change Management

The aim of this module is to facilitate learners in building, integrating and extending knowledge and understanding of human and organisational factors and increase the ways learners see, analyse, understand and take action in organisations. Ultimately, the intention is that learners will gain more flexibility as organisational actors and managers, while also exploring ways to strengthen theory-practice linkages (and vice-versa). Thus, while learners will become skilled at applying a body of theoretical perspectives to analyse organisation, they will also be developing their organising and managing skills, including skills of selectivity, analysis, interpretation, and communication. In particular there is a focus on (i) team-working; and (ii) change management.

Research Project – Phase 2

The Research Project will have a structured design with workshop and webinar based training and sequenced outputs that build towards the delivery of a high quality research project with potential to deliver real impact. The staged delivery is outlined in the table below.

Stage	Deliverable
Stage 1 <i>Problem Formulation and Scoping</i>	Proposal outlining problem statement, project scope and applied project objectives
Stage 2 <i>Literature Based Paper</i>	Comprehensive and publishable literature review
Stage 3 <i>Research Design</i>	Research design and methodology paper
Stage 4 <i>Project Impact Plan</i>	Impact plan outlining strategy for achieving organisation impact from research
Stage 5 <i>Project Thesis</i>	Project thesis and viva

In addition to the training each programme participant will be assigned a mentor to advise them through all stages of the research process.

Programme Assessment

The assessment strategy for each of the six modules in Phase 1 will be exclusively linked to work-based project assignments and reflective learning submissions. There will be no examinations. The final award of the Master's Degree will be linked to the assessment of the research project undertaken by the participant with the support of the College. The programme is currently in the process of validation.

Participants

The programme is aimed at existing employees in the ICT sector or employees working in ICT related roles in non-IT companies. (This includes owners and managers of small enterprises.) They are likely to be experienced and either in leadership roles or planning on moving into such positions.

Entry Requirements

Participants must have a Level 8 Honours Degree in a cognate discipline with a minimum of a 2:2. Candidates with significant work experience but without the requisite qualifications may be considered under a Recognition of Prior Learning process.



Applications

Applicants should submit their CV directly to Technology Ireland ICT Skillnet at susan.kelly@ictirelandskillnet.org. Participants will be required to complete registration details both for DIT and for Technology Ireland ICT Skillnet.



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