Diploma in Global Business Services

General Overview of the Programme

The Continuing Professional Development Diploma in Global Business Services is a special purpose continuing professional development (CPD) programme at level 8 on the QQI National Framework of Qualifications.

The success of Global Business or Shared Service organisations depends in large part on the knowledge, skills and capabilities of their staff. With the emergence of multifunctional GBS organisations in a knowledge-centric ecosystem, learning and development is imperative to create and motivate high- performing professionals and teams. This programme is a national level intervention to establish an accredited professional development pathway to support this important industry.

Course modules
Indicative content for each of the modules is set out below. Each module comprises of 5 ECTS

Module 1: GBS Models and Governance

Module Overview:

Today, organisations are responding to the increasing level of globalisation by integrating business services within a shared services' strategy. This involves removing work from individual business units and placing that work into a new organisation structure called shared services.

This may include what many call 'back office' or transactional work as well as higher-value added work that may require advanced skills. Shared services will leverage concepts like continuous improvement, service design, service placement, and governance to deliver services across the organisation that ideally will be at a better cost and higher quality than individual business units could deliver on their own.

In addition, as organisations look to leverage alternative sourcing models like outsourcing or offshoring work, these delivery options are being administered and managed by shared services.

Governance provides a strong foundation for shared services to achieve success and the necessary commitments from stakeholders to be effective in achieving strategic goals. Governance is about clearly identifying who has which decision rights and who is accountable for specific actions within the organisation with a focus on conformance and performance.

This module will present the models and processes used in choosing and effectively managing a shared services model.

Upon Completion of this module, the learner will be able to:

1. Explain the historical context of shared services

2. Explain the strategic drivers that affect the development of shared services

3. Distinguish between shared service models and understand the drivers that determine how shared services should be organised.

4. Describe the different governance structures and business models.

5. Outline the governance issues arising from introducing change.

6. Understand the governance techniques needed to manage staff

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Module 2: GBS Management

Module Overview:

This course will present business processes and service management methods commonly used by shared services organisations. In this module the learner will explore business techniques and tools that can be used in shared services organisations. Some examples include project planning, service level agreements and continuous improvement.

Upon Completion of this module, the learner will be able to:

1. Understand and advise on the different methods used to manage and control shared services

2. Indicate the issues to be considered in the effective management of shared services stakeholders

3. Understand and advise on the management methods required for effective service delivery

4. Apply the 4C model to shared services operations

5. Outline the tools used to measure performance

6. Describe the tools used to improve efficiency and effectiveness

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Module 3: GBS People and Finance Processes

Module Overview:

This course will present the Finance function overall and focus more specifically on processes and activities most commonly delivered by shared services organisations.

The module will address key end-to-end processes within the finance function and the types of activities that would most commonly be delivered through shared services. It will explore the process itself and then focus on ways to ensure each process is efficient and what might be effective KPIs to consider. Finance processes include:

This module will also present the Human Resources function overall and focus more specifically on processes and activities most commonly delivered by shared services organisations.

Upon Completion of this module, the learner will be able to:
1. Explain key end-to-end processes within the finance function and the types of activities that would most commonly be delivered through shared services

2. Explain how human resource (HR) services can be effectively delivered within an organisation.

3. Identify and plan for training and development requirements.

4. Outline the basic HR processes and activities and understand what efficient

processes look like and key performance measurements to consider.

Module 4: GBS Supply Chain and IT Processes

Module Overview:

This module presents the Information Technology function overall and focus more specifically on processes and activities most commonly delivered by shared services organisations. This module also explores the procurement function overall and focus more specifically on processes and activities most commonly delivered by shared services organisations.

Upon Completion of this module, the learner will be able to:
1. Have an understanding of supply chain processes and activities at each of these levels: Strategic; Tactical; and Operational.
2. Describe IT's role within an organisation
3. Explain how IT facilitates the efficient and effective running of the business
4. Explain how IT facilitates the efficient and effective running of the business

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For further information or to apply:

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