MSc in Global Business (Shared) Services

The MSc in GBS is a professional development programme which aims to develop the core knowledge, skills and competencies of the GBS (Shared Services) talent pool in Ireland based on internationally recognised best practice. The MSc programme has been developed through a unique collaboration of the TU Dublin (Aungier Street Campus) and The Hackett Institute, the professional education arm of The Hackett Group, supported and funded by Skillnet Ireland, IDA Ireland, American Chamber of Commerce in Ireland, Technology Ireland and their member companies. Together they have crafted a rigorous globally unique academic qualification which will be easy for individuals to access and which are based on cutting-edge insights and best practices.

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 Title: GBS Strategy Alignment 1

Module Overview:

GBS is a global enterprise-wide operating model to organise, deliver and continuously improve internal business services such as finance, HR, IT, procurement and supply chain operations. The goal is to operate internal support services as a business unit focused on providing operational excellence, creating value and enabling the enterprise to be strategically agile.

This module focuses on global business services and business strategy, and will support the learner to understand what global business services is, and how it can align with your enterprise business strategies.

The module will also explore setting goals and objectives for GBS organisations, developing SLAs and KPIs, the development of GBS reporting and the use of relevant metrics to drive continuous improvement.

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

1. Interpret GBS operations in the context of the business strategy

2. Understand the use of best practice in specific functions of the GBS

3. Explain how the vision and mission for GBS are developed

4. Analyse the use of offshoring and BPOs

5. Develop service level agreements and performance goals

6. Select and apply relevant metrics to drive strategy and continuous improvement

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Module Title: GBS PLACEMENT AND PROCESS

Module Overview:

The module addresses business processes and service management methods commonly used by shared services organisations. In this respect it will examine different methods used to manage and control shared services, explain end to end process mapping, and demonstrate the importance of standardising a business process. The module will also address the issues to be considered in effective management of shared services stakeholders and outline methods for effective service delivery.

Process sourcing will introduce the learner to strategies for captive vs outsourced sourcing, location selection and site build-out. The module will consider the development of a process sourcing strategy for GBS and the considerations behind the decision to use captive vs outsourced sourcing. Methodologies for location selection will be explored and best practices for facilities design will be considered.

In consideration of process design and enabling technology, the module will support the learner to understand high level process designs in the context of best practice for functional areas, the development of standard operating procedures, the conduct of process migration and technology testing and migration, and the development of priorities to improve process and technology.

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. Understand the management methods required for effective service delivery.

3. Apply best practices for location selection and facility design.

4. Understand high level process designs in the context of best practice for functional areas.

5. Develop priorities to improve process and technology.

Module Title: GBS ORGANISATION AND GOVERNANCE
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Module Overview:

The first part of the module focuses on developing a GBS organisation model at a functional level. This includes designing a detailed GBS organisation model for functional areas and developing RACI charts for functional areas of GBS.

The second part of the module addresses governance in GBS organisations. Governance, in the context of GBS, is defined as: The processes and structures by which the GBS organisation, in order to deliver repeatable world class GBS services. It is central to setting strategic objectives and cohesive policies and procedures, providing consistent management guidance, and assigning roles and responsibilities and decision rights.

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

1. Have a systematic understanding of the options for GBS operating models.
2. Advise on the optimisation of global/end-to-end process ownership in their organization.
3. Develop an organisational model including detailed organisation charts for functional areas.
4. Optimise teams balancing customer and process focus.
5. Develop RACI (Responsibility, Accountability, Consult, Inform) charts for a functional area of GBS

Module Title: SERVICE AND TRANSFORMATION MANAGEMENT 1

Module Overview:

This module addresses the key elements of service management and service pricing for GBS. The learner will examine how to manage supply and demand for services. Service operations will be considered in the context of talent management and service continuity management. The module will also cover the application of continuous improvement in the context of GBS.

The module also explores how to develop a transformation management strategy for process/functional areas. In this context the learner will be advised on how to prepare stakeholder management and communications plans to overcome challenges to change, and how to manage the project to implement a transformation

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

1. Advise on options for GBS service pricing.
2. Develop a service operation plan to cover talent management and services continuity management

3. Apply continuous improvement in GBS activities

4. Develop a transformational strategy for a functional area.

5. Prepare stakeholder management plans to overcome resistance to change.

6. Manage project to implement transformation.

7. Implement capabilities to be used in optimisation projects, such as a service monitoring plan (transition, steady state) and continuous improvement project management.

Module Title: STRATEGIC OPERATIONS MANAGEMENT

Module Overview:

Strategic Operations management is a crucial component of any service organisation's success or survival in the global market. Approaching this subject from a truly managerial perspective, this module develops to provide a clear and concise coverage, whilst the updated case study gives an opportunity to highlight practice and further explore the concepts and techniques.

Operations Management is changing and getting more challenging but it still requires a much more prominent profile in business management context. There are a few reasons for this. Managers have seen it as a tool to keep cost down, enhance potential to improve revenue, promote an appropriate allocation of capital resources and most importantly, develop capabilities that provide for future competitive advantage. The strategic impact of applying operations management techniques is vital now in shaping an organisation's strategic direction. Moreover, the scope of operations management has been extended with internalisation. Global supply chain management has proven that no isolated operation can survive and the need for effective integration is the only way to say competitive. All of the aforementioned factors have implications on how to utilise operations management approaches in practice. This module has been designed with three separate emphases (principles, diagnosis, and practice) which are connected and serve one objective, which is to manage/improve both service and manufacturing industries. It also explores the strategic role of operations management in knowledge intensive ventures by tackling some of the critical 'do's' and don'ts' in operations, staring from concrete, real-life examples and argues for a solid connection between operations management and the strategy of the venture

The aim of the module is to demonstrate that operation strategies can deliver competitive advantage. The module helps to build on the participant's experience and understanding of operations in order to achieve more lean and flexible enterprises. It also enables them to gain a critical awareness of current strategic operations management problems and new insights of how to assess the risk associated with those issues in order to propose an effective business solution.

In addition, the module looks at some recent ideas that go beyond transactions based on operations management and that focus instead on optimisation.

Upon Completion of this module, the learner will be able to:
1. Demonstrate advanced knowledge of theory and practice of Service Operations Management and a critical awareness of the strategic challenges of managing service operations in a global context.
2. Develop analytical skills and decision-making ability necessary to lead or work as part of a specialist functional team and to evaluate complex information and contribute to the choice of strategic operations options.
3. Innovatively apply concepts and techniques of operations management in problem-solving and developing company strategy.
4. Demonstrate a capacity to reflect on their own practice and commitment to continuous professional development through self- and peer evaluation.
5. Demonstrate relevant transferable and interpersonal skills such as effective communications, knowledge sharing, reflective writing, presentation skills, critical thinking and self- management

Module Title: CHANGE MANAGEMENT AND TEAM PLANNING

Module Overview:

Change is notoriously difficult for individuals and teams. Becoming aware of the need for change and communicating the case for change is key to any successful change intervention. As it is very difficult to convince people that change is needed, it is incumbent on the leaders of any organisation to identify the need for change, to make the case for change and to rally the logical, emotional, and political support of their stakeholders, including and in particular their staff, for the change initiative. The module is also concerned to help managers and to diagnose their own change management skills through utilisation of a range of self - reflection exercises and tests. Those tests can in turn be used outside of class sessions by the programme participants within their own businesses as a means to auditing the change managements skills and deficits of their work colleagues.

 The module will engage learners with commonly faced issues when working in groups and teams in an attempt to equip them to become an effective team leader. Topics including the beginning of group and team formation, for example, team design, team composition and interpersonal dynamics will be considered. Learners will learn the key processes that often occur when group and team members work together, including communication, problem solving and decision making, and conflicts. Towards the end of the module, learners will recognise the outcomes that can be achieved as a result of group/team functioning, such as creativity and cohesion. Central to success in GBS operations are the skills and talent available. In this context the module looks at talent management planning and recruitment.

Upon Completion of this module, the learner will be able to:
1. Understand the key stages and sub components thereof of successful change interventions
2. Understand the psychology of change including the prevailing attitudes and behaviours around change including inherent resistance, uncertainty, distrust and suspicion.
3. Apply analytical frameworks and diagnostic tools surrounding organisation renewal and transformation with a view to exploiting change opportunities.

4. Draw on and apply strategic insights related to the identification, design, delivery and evaluation of change interventions.

5. Prepare talent requirements for GBS and construct a GBS talent management approach.

6. Apply the theories and concepts covered in the module to analyse the dynamics of social interactions within a group and team setting.

7. Motivate group members to achieve organisational goals and reduce social loafing in groups and teams.

8. Construct a GBS talent management approach demonstrating understanding of best practices in talent management in a GBS environment.

Module Title: GBS STRATEGY ALIGNMENT 2

Module Overview:

In this course learners will explore GBS operations in the context of business strategy and how the vision, mission, goals and objectives for GBS are defined and aligned with corporate strategy and guidance. The module will address what GBS is and how it can align with enterprise strategies. It will demonstrate how the range of functions that can be included within a GBS organisation is wide, incorporating finance, HR, procurement and IT. The module will emphasise how GBS organisations can be more proactive in working closely with the enterprise.

The module will also address the information component of the GBS Service Delivery Model. The right information helps to promote world-class performance and the GBS business benefits from developing an effective information strategy. The learner will learn to set up goals and objectives for specific areas of GBS, develop KPIs for specific areas and explain implementation requirements for information reporting in GBS. It will address metrical systems and set ups (including scorecards) and address development and continuous improvement activities.

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

1. Interpret enterprise strategic objectives, and align GBS role in their achievement.
2. Interpret and apply GBS trends for the development of the strategy.
3. Evaluate and apply best practices.
4. Recommend a vision, mission and strategy for GBS.
5. Demonstrate how to set overall goals and objectives for the GBS.
6. Define the scope of GBS, within the context of the functions serviced.
7. Develop and set target KPIs and metrics.

Module Title: SERVICES DELIVERY STRATEGY

Module Overview:

This module focuses on allocating process activities across key delivery organisation units (e.g. corporate, shared services, centre of excellence/expertise, business unit, etc). We will also look at the central-local splits of processes, i.e. what part of what process to locate where and develop best service placement for GBS services. It addresses migrating these processes and activities to GBS, monitoring the achievement of the desired service placement and comparing service placement to best practice and developing proposals for scope expansion.

The module will demonstrate where the activities for all of the GBS functions should be performed. This course essentially deals with two aspects: captive vs. outsourcing, and location selection.

In this module we will look at process design and how to use technology in the context of process design, and also service delivery. In the standard SDM, process design and technology are two separate dimensions, but in reality many best practices in process design deal with technology, so a combination of the two dimensions in one course is useful.

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

1. Determine and recommend the overall process scope for GBS.

2. Construct a future state service delivery model.

3. Apply models of service placement criteria and best practices for all GBS functions.

4. Remediate issues and move the organisation to optimal design service placement.

5. Evaluate options – captive vs. BPO vs. hybrid - and recommend a strategy for captive vs. outsourced sourcing.

6. Apply a detailed methodology for selection of locations and sites.

7. Apply a process for outsourcing partner selection.

8. Construct a plan for process and technology stabilisation.

9. Evaluate process and technology maturity and prioritise improvement opportunities.

Module Title: INNOVATION MANAGEMENT AND CREATIVITY

Module Overview:

Innovation and creativity play a pivotal role in how organisations create, manage and capture value on a sustained basis. The management of innovation spans the development of products (goods and services), business models, processes, marketing and organisational methods in line with the organisation's strategy and its resources. Successful commercialisation distinguishes innovation from invention through the delivery of customer value. As Levitt emphasises, "What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work" (2002, p.138). Innovation therefore extends beyond the capability to develop and evolve products to encompass how they are created and delivered to the market.

This module focuses on the strategic and managerial aspects of innovation and creativity 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 leverages frameworks which span management of innovation across key thematic areas, namely: Strategy, the organisation, creativity, idea generation, selection, prioritisation, validation and implementation. Through the themes, learners will gain an understanding of the processes needed to derive and commercialise products using an array of theoretical models and practical tools. Because innovation is content specific, emphasis is placed on the application of models and tools through project based learning.

The module will have a particular focus on creativity and idea generation and will include using a variety of creativity techniques including design thinking. Learners will address creativity in individual and team contexts.

Upon Completion of this module, the learner will be able to:
1. Identify how to foster and manage innovation.
2. Articulate the role of innovation as a key source of competitive advantage.
3. Examine innovation in the context of strategic alignment.
4. Identify the processes, systems and resources necessary for managing creativity and innovation.
5. Demonstrate critical awareness of the mechanisms required for ideation, prioritisation and validation.
6. Relate innovation to functions such as engineering, finance, sales, marketing and operations.
7. Apply innovation and creativity methodologies to live business challenges.
8. Have a systematic understanding of the role and integration of people, culture, process, technology and organisations in enhancing innovation capabilities.
9. Explore innovation practice in a range of contexts.
10. Develop and innovation and creativity management tool-kit.

Module Title: CONTEMPORARY LEADERSHIP

Module Overview:

To meet the challenges of the global business environment managers need to combine professional competence with a fundamental grasp of the process of and the complexities of leadership. The purpose of this module is to provide a strategic overview of how managers can lead organisations and of how to best enable and empower direct reports. The module provides an understanding of the key elements of leadership and allows participants to better understand their own and others' leadership preferences and styles. The module also provides an understanding of how organisations can leverage intrapreneurship and its interaction across organisational functions.

Upon Completion of this module, the learner will be able to:
1. A cross disciplinary and strategic view of the major theories of leadership and their application in real world organisations.
2. An awareness of leadership styles and their relative merits and use in organisational settings and an understanding of key leadership dilemmas.
3. A clear understanding of creativity and innovation as key antecedents of effective leadership.
4. The ability to formulate corporate objectives and strategies that support entrepreneurial behaviour in an ethical manner.
5. The techniques to assess the leadership and intrapreneurial constraints and opportunities within the organisation's operating and business environment, the skills to analyse complex issues, suggest alternatives and to present well supported recommendations, from a strategic leadership perspective.
6. Think and evaluate from a critical perspective.

Module Title: HUMAN AND ORGANISATIONAL ISSUES

Module Overview:

This module is set out in three parts.

The first part of the module address talent planning requirements in the GBS organisation and the skills needed to deliver and successfully transform services. End-to-end talent management process as being comprised of four elements – (i) Strategic workforce planning; (ii) Recruiting and staffing; (iii) Organisational effectiveness; and (iv) Workforce development services.

The second part of the module focuses on developing a GBS organisation model at a functional level. This includes designing a detailed GBS organisation model for functional areas and developing RACI charts for functional areas of GBS.

The third part of the module addresses governance in GBS organisations. This involves the design and implementation of appropriate GBS governance models and end-to-end process ownership. The module will examine high level GBS governance models and enable the learner to advise on the roles and responsibilities of Global/Enterprise Process Owner (GPO/EPO) for end-to-end process ownership and advise on the optimisation of global/end-to-end process ownership.

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

1. Prepare talent requirements for GBS to meet overall vision and operating model objectives.

2. Construct a GBS talent management approach demonstrating understanding of best practices in talent management in a GBS environment.

3. Evaluate cultural and customer service training needs and recommend options for fulfilment.

4. Construct a high level GBS governance model including elements such as Oversight Board, End-to-End Process Councils, Customer Interaction Model, Enterprise Process ownership.

5. Assess the effectiveness of governance bodies and approach.

6. Advise on the optimisation of global/end-to-end process ownership.

7. Evaluate options for GBS organisation models make recommendations for the construction of an organisation model for GBS.

8. Validate and optimise GBS organisational model, evaluating options at different stage of maturity and making recommendation

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Module Title: SERVICE AND TRANSFORMATION MANAGEMENT 2

Module Overview:

This module builds on previous modules on the programme that have laid out "what a GBS solution should look like". This module is about getting there and what is the process to implement implement learning towards this objective.

In the first part of the module the focus on the service management in the context of the organisation service management framework and all its aspects: the development of a service strategy, service design and service operations and the implementation of continuous improvement.

The learner will develop a Transformation management strategy within each of the four phases of the GBS transformation life-cycle (assess, design, implement, optimize). Transformation will be considered from a programme and change management perspective.

Upon Completion of this module, the learner will be able to:
1. Construct processes for the management of customer demand.
2. Establish reporting and KPIs for cost, quality, cycle times, service levels.
3. Evaluate options for service operations and business continuity plans.
4. Construct a business case and identify data sources.
5. Evaluate baseline and opportunity assessment.
6. Define and recommend a transition strategy and roadmap considering all required initiatives.

Module Title: MAJOR CONSULTANCY PROJECT

Module Overview:

The Major Consultancy Project is an innovative and practical component of the MSc Global Business Services programme, which requires participants to complete a real-time project on behalf of an organisation. It is envisaged that most participants will complete a project on behalf of their own sponsoring organisation. However, some participants may choose a company or industry sector that is relevant to the next stage in their career.

The Consultancy Project brings learning together in a meaningful way while giving the participant the opportunity to conduct individual research, which is specialised in nature and can be customised. It is the key programme component enabling learners to realise a significant piece of individual and structured investigation, which is largely self-directed, and to apply newly honed consultancy and research skills.

The completed Major Consultancy Project will result in a project which must meet the academic requirements of a Master's Degree award.

Academically the Major Consultancy Project tests the learner's ability to apply learning to real organisational issues. The academic submission must demonstrate the learner's understanding and logical application of relevant concepts encountered throughout the programme modules.

The Major Consultancy Project is designed as an individual piece of assessment for several reasons. It confers a sense of ownership on you the learner. It gives you an opportunity to deliver a meaningful piece of research to your organisation. It allows you to pursue projects that fit with your career and business aspirations.

This Major Consultancy Project also offers the learner an opportunity to step free of the blind spots that automatically arise in fast paced get-it-done work situations. The topic of the Major Consultancy Project can be outside of the participant's current role and function within the organisation in order to maximise learning and their appreciation of the more holistic and strategic aspects of the environment within which the organisation operates.

The Major Consulting Project involves significant self-directed learning involved with participants working individually on a real-time organizational project.

To equip the programme participant at each stage of the research process, face-to-face workshops and webinars will be provided. The face-to-face workshops will address key stages in the process and will include workshops on Problem Formulation, Literature Reviews, Research Design and Planning Project Impact. Webinars will be provided to support data collection and data analysis topics. At the conclusion of the project learners will be required to make a presentation of their project impact plan.

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

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

1. Have a capacity to appropriately define and scope a consultancy project and research design.

2. Perform a strategic assessment of a live business scenario and offer a fresh perspective.

3. Collect relevant and insightful primary research data, and analyse/interpret that data from a variety of functional and strategic perspectives.

4. Marshal and organise research data and present it within a coherent, rigorous and analytical framework.

5. Conduct a literature review on the relevant issue/concept investigated within the organisation.

6. Communicate business research findings through a structured report.

7. Prepare a business impact and implementation plan

For further information or to apply:

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