



UCD Michael Smurfit
Graduate Business School

Graduate Courses

2017/18

www.smurfitschool.ie







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We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading business school alliances CEMS and the Global Network for Advanced Management.

We are also the only Irish business school whose degrees are consistently ranked in the world's top 100 by the Financial Times and The Economist Intelligence Unit.

Accredited by:



A member of:



Rankings:





Welcome to UCD Michael Smurfit Graduate Business School, Ireland's global business school.

We are Ireland's global business school because, as one of the world's most open economies, Ireland has a particular perspective on the world; one which is open to new ideas and to the world.

The excellence of the education you will get here is well recognised internationally. We are your gateway to the world because we are the only business school in Ireland which has achieved the triple crown of international accreditations from EQUIS, AACSB and AMBA: a signal of a quality degree.

We are also the only business school in Ireland whose degrees are consistently ranked amongst the top 100 in the world.

We learned a lot and therefore have a lot to teach from our recent experience as an economy and a society. We hope you learn these lessons here, lessons about resilience in business and about individual and organisational values which sustain the future.

Your achievements here will be shaped by us – but also to a great extent by you. I hope you make the most of the opportunities presented to you here. Together, we have the courage to drive you forward and the integrity to follow you there.

Beir bua

A handwritten signature in black ink, appearing to read 'Ciarán Ó hÓgartaigh'. The signature is written in a cursive style.

Professor Ciarán Ó hÓgartaigh
Dean, UCD College of Business

UCD Smurfit School is the leading graduate business school in Ireland with over 1200 graduates every year.



Why UCD Smurfit School?

Globally Accredited – your guarantee of quality

We are the only Irish School and one of an elite group of schools worldwide to hold the Triple Crown of Accreditation from EQUIS, AACSB and AMBA. We are also the only Irish member of both CEMS and the Global Network for Advanced Management, which are global alliances of leading business schools. Accreditations are your guarantee that you will receive a top quality, world class degree. And they position our school, and more importantly our graduates, in the minds of the international business community.

Globally Ranked

We are the only Irish business school to offer Masters degrees that are consistently ranked in the world's top 100 by the Financial Times and The Economist Intelligence Unit.

Academic Leadership

UCD Smurfit School is a 100 strong team with one mission: To create the future leaders in business. One of the keystones of our reputation as one of the world's leading business schools is the quality and expertise of our Faculty. At UCD Smurfit School we recruit leading academics from across the world, many with experience from the world's leading universities. This, together with their business experience, enables them to create a stimulating environment both in teaching and research.

International Diversity

Ireland is a globally oriented open economy which is reflected in the School's ethos and class make up. In 2016 approximately half of our students were international, representing over 50 countries worldwide. Our international students add a welcome and important intercultural dimension to life at UCD Smurfit School.

Wide range of courses

We offer an extensive range of specialist and general Business Masters degrees for both business and non-business graduates. Subject areas include Accounting, Banking and Finance, Human Resource Management, Management, Marketing, MIS (Management Information Systems) and Technology.

Research

Our research community produces work of international importance and has approx. 50 PhD and research Masters students.

Course Structure

Our courses combine lectures, seminars, case studies, role playing, leading industry guest speakers, simulations and practical projects. Many offer internships. You are encouraged to challenge yourself and those around you, so you can thrive in a rigorous but very open minded learning environment.

Careers

Our graduates are in high demand; 89% of surveyed respondents of the full-time class of 2015 were in employment within 3 months of graduating from UCD Smurfit School with a further 2% in further study or training.

To help you towards potential graduate employment, we offer a full career guidance service under the direction of trained and experienced recruitment specialists. Refer to pg. 54 for more information.

Alumni Network

Our graduates leave us equipped with the tools for success in the world of business and join our global Alumni Network of over 70,000 graduates.

Internships and Company Projects

Many of our courses provide an opportunity for you to gain exposure to leading Irish and international organisations through internships and company projects which allow you to draw valuable skills from industry.

'At UCD Smurfit School we have the best mix of people, both students and teaching staff, to support your imagination and stimulate your creativity in the best possible way.'

Damien McLoughlin

*Anthony C. Cunningham Professor of Marketing,
Associate Dean International*



What should I study?

Masters (Full-Time):

If you are a recent business graduate and wish to specialise.

Masters (Part-Time):

If you are an experienced professional and want to accelerate your career, develop skills and insights to complement existing strengths.

Masters Degrees for non-Business Graduates:

We have a range of Masters degrees that are suitable for non-business graduates. Refer to the table of eligibility on the next page for a list of courses that accept non-business graduates.

MBA:

Designed for those with several years professional work experience, the MBA provides a valuable competitive advantage in the job market by developing leadership and management skills and expertise across a wide range of subject areas.

Executive Development:

If you are an experienced professional who wants to develop and evolve current skill-sets.

Doctoral Studies and Research:

If you want to carry out specialist research in business or prepare for a career in academia.

If your undergraduate qualification is in... ▶

Business (Bachelor & Higher Diploma) Computer Science Social Science Psychology Economics Engineering Science Mathematics Statistics Accounting Physics Architecture Law Arts Agriculture/ Food Science

then you can study: ▼

	Business (Bachelor & Higher Diploma)	Computer Science	Social Science	Psychology	Economics	Engineering	Science	Mathematics	Statistics	Accounting	Physics	Architecture	Law	Arts	Agriculture/ Food Science
Master of Accounting	•									•					
MSc in Aviation Finance	•				•	•		•	•		•				
MSc in Business Analytics	•	•			•	•	•	•	•	•	•	•			
MSc in Digital Innovation (formerly iBusiness)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Digital Marketing	•	•		•											
MSc in Energy and Environmental Finance	•	•			•	•	•	•	•		•				
MSc in Finance	•	•			•	•	•	•	•		•				
MSc in Food Business Strategy	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Human Resource Management	•		•	•	•					•			•	•	
MSc in Innovation, Entrepreneurship & Design	•	•				•	•	•			•				•
MSc in International Business	•				•										
CEMS Masters in International Management	•				•										
MSc in Management		•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Management Consultancy	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Marketing	•			•											
MSc in Marketing Practice	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Project Management	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Quantitative Finance	•	•			•	•		•	•		•				
MSc in Strategic Management Accounting	•									•					
MSc in Strategic Management and Planning	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc in Supply Chain Management	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Master of Business Administration (MBA)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MSc Courses run in conjunction with UCD Belfield															
MSc in Biotechnology and Business							•								
MSc in Biotherapeutics and Business							•								
MSc in International Law and Business	•												•		

- To qualify maths and programming subjects need to have been studied
- Applicants who do not meet the entry requirements may be considered on a case by case basis, dependent on work experience and/or qualifications
- To qualify one needs to show evidence of strong business subjects
- To qualify one needs to show evidence of strong business subjects and/or work experience
- To qualify one needs to show evidence of strong maths, statistics and finance skills
- To qualify a minimum of 3-5 years professional experience is required
- Single honours only

For applicants who do not meet the exact requirements for a particular course but who do hold an undergraduate degree and have considerable professional work experience in a related field, please speak with one of our Admissions Team to further discuss your eligibility. Contact details can be found on page 55.

Our Masters Degrees

Masters:	FULL-TIME	PART-TIME DAY	PAGE
MSc Business - An Introduction			9
Master of Accounting	Y		10
MSc in Aviation Finance	Y	Y	11
MSc in Business Analytics	Y	Y	12
MSc in Digital Innovation	Y		13
MSc in Digital Marketing	Y		14
MSc in Energy and Environmental Finance	Y	Y	15
MSc in Finance	Y	Y	16
MSc in Food Business Strategy	Y		17
MSc in Human Resource Management	Y	Y	18
MSc in International Business	Y	Y	19
CEMS Masters in International Management	Y		20
MSc in Management	Y		22
MSc in Management Consultancy	Y	Y	23
MSc in Marketing	Y	Y	24
MSc in Marketing Practice	Y		25
MSc in Project Management	Y		27
MSc in Quantitative Finance	Y	Y	28
MSc in Strategic Management Accounting	Y		29
MSc in Strategic Management and Planning	Y	Y	30
MSc in Supply Chain Management	Y	Y	31
Masters run in conjunction with UCD Belfield:			
MSc in Biotechnology and Business	Y		32
MSc in Biotherapeutics and Business	Y		33
MSc in International Law and Business	Y		34
Part-time Masters			35
MSc in Business Analytics			36
MSc in Digital Innovation			37
MSc in Digital Marketing			38
MSc in Innovation, Entrepreneurship & Design			39
MSc in Management			40
MSc in Project Management			41
Master of Business Administration (MBA)			42

MSc Business Courses

One year full-time or two years part-time*

These courses are designed to help you acquire a strong understanding of business processes and procedures and to develop the skills necessary for a career in your chosen area of business. Many of these courses are also suitable for non-business graduates. Refer to the eligibility chart on pg. 7 for more information.

MSc Business specialisations

- Aviation Finance
- Business Analytics
- Digital Innovation
- Digital Marketing
- Energy and Environmental Finance
- Finance
- Food Business Strategy
- Human Resource Management
- Innovation, Entrepreneurship and Design
- International Business
- CEMS International Management
- Management
- Management Consultancy
- Marketing
- Project Management
- Quantitative Finance
- Strategic Management Accounting
- Strategic Management and Planning
- Supply Chain Management

Entry Requirements

These are detailed per course throughout the brochure and on our website.

For International students a degree equivalent to a UK honours/higher level/level 8 Bachelor degree will be required.

Course Structure

The MSc courses are usually divided into 3 semesters. Semester 1 (30 credits), Semester 2 (30 credits) and the Summer Term (30 credits). Each semester you will complete a number of core and option modules and in most cases you will be required to complete a research project and/or modules in the summer term.

*Part-time MSc Business specialisations

MSc Digital Innovation; MSc Digital Marketing; MSc Innovation, Entrepreneurship & Design; MSc Project Management and MSc Business Analytics* usually have their part-time classes in the evening – two evenings per week. MSc Management classes are held at the weekend (Friday and Saturday).

With the exception of Food Business Strategy, CEMS International Management and Strategic Management Accounting which are full-time only, the rest of the MSc Business specialisations (listed to the left) have their part-time classes during the working day. Part-time students will have approximately 6 hours of class per week - either two 3 hour or three 2 hour sessions each week during term, which can take place during the hours of 9am-5pm. If you are in full-time employment, employer support is usually essential to undertake an MSc Business specialisation on a part-time basis. See page 35 for information on evening, weekend and other part-time options.

* In Sept. 2017 the classes for MSc Business Analytics will run in the daytime.



Master of Accounting

One year full-time

What is the course about?

This course prepares you for leadership in the accounting profession and in business by equipping you with the necessary technical, analytical and personal skills for a successful career. It is suitable for graduates who have majored in business, accounting and finance.

The Master of Accounting is the leading, longest-established accounting-specialist Masters degree in Ireland. Since its inception in 1979, the course has consistently attracted the highest calibre business graduates and provided them with an excellent specialist accounting education. These graduates have been very successful in the Final Admitting Examination of Chartered Accountants Ireland (CAI) and in their subsequent business careers.

Who is it for?

This intensive course is aimed at top graduates with an educational background in business, accounting and finance and who are seeking a course that will develop in them the requisite technical, analytical and personal skills to succeed in the accounting profession.

How will I benefit?

- You will gain a functional and technical level of competence above that demanded by the Chartered Accountants' professional syllabus, in the areas of financial accounting, management accounting, finance, auditing and taxation.
- Develop a theoretical and conceptual understanding of accounting, enabling graduates to apply the necessary accounting skills and concepts to comprehend and solve accounting problems.
- Acquire the ability to use the required IT tools, decision-making and evaluation processes and communication skills when reporting financial information to businesses and assessing the impact of eventual decisions.

Where can I go?

Master of Accounting graduates have access to a wide range of employment opportunities in:

- Management Consultancy
- Financial Services
- Industry and Commerce
- Accounting

Entry requirements

A first class or second class honours grade 1 Business degree. An overall final average grade of 63% or GPA of 3.20 (out of 4.2) will be required (or equivalent). For students from the University of Limerick, a final QCA of 3.12 or higher is required.

Exemption from the Chartered Accountants Proficiency I (CAP 1) examination is also required which is obtained from Chartered Accountants Ireland. For details on exemptions by college & course, please visit www.charteredaccountants.ie.

Exemptions

As a graduate of the Master of Accounting you are exempt from all but the final examinations of Chartered Accountants Ireland.

Prizes

The PricewaterhouseCoopers Des Hally Gold Medal is awarded to the top student on the course. The late Prof Des Hally was Professor of Accounting and founded the course.



"For me, the Master of Accounting was the perfect stepping stone to professional accounting exams and to a career in taxation. A strong focus on technical accounting facilitated an ideal learning environment resulting in enhanced knowledge and understanding of the subject areas. In addition, the skills acquired through the MAcc qualification provided me with an 'edge' in what has become a highly competitive profession. Overall, it was a fantastic learning experience and a thoroughly fulfilling year."

Cian O'Sullivan, Master of Accounting 2011, Tax Specialist, Pricewaterhouse Coopers & member of Dublin Senior Football Team

Curriculum

You must complete ten compulsory modules in the following areas and either a minor dissertation or two summer modules:

- Financial Reporting
- Advanced Financial Accounting
- Finance and Financial Instruments
- Auditing and Assurance 1 & 2
- Taxation 1 & 2
- Management Accounting
- Management Control Systems
- Contemporary Issues in Accounting (Case Study Based)

Summer Modules

Unless you are undertaking a minor dissertation, you must complete two summer modules from the following list:

- Corporate Governance and Ethics
- Current Issues in Accounting Practice
- Taxation Summer School



MSc in Aviation Finance

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

The MSc in Aviation Finance aims to advance your understanding of all aspects of aviation finance, with specific focus on the practical features of global aviation markets. It encourages you to develop creative and analytical approaches to problem solving in the aviation finance and leasing sphere and to enhance your interpersonal and leadership skills. It is the only MSc Aviation Finance Degree in Europe and is supported by leading aircraft leasing companies through Internships, Scholarships & Research Projects.

Who is it for?

The course is aimed at those who want to pursue a career in the aviation finance and aviation leasing sector. The course is suitable for graduates from a wide variety of disciplines including business, economics, engineering and science.

How will I benefit?

As the only masters in Europe covering Aviation Finance, this course offers an unrivalled level of specialisation in leasing and airline industry developments, as well as significant career opportunities.

The course offers:

- A detailed understanding of the financial processes and procedures associated with the aviation finance sector including suitable risk assessment and aircraft valuation, relevant accounting and taxation issues, leasing developments and insurance applications, along with legal implications.
- A strong emphasis on the development of interpersonal skills, leadership and problem-solving, as well as tracking recent developments, ensuring that graduates are well-informed on the global aviation industry and well-equipped to enter it.
- A summer term research project/internship option enables graduates to either deepen their conceptual understanding and analytical skills or put their learnings into immediate practice in the field.

- You will develop the knowledge and skills (both professional and personal) necessary for a career in the aircraft and airline financing industry.

Where can I go?

Graduates of this course will find career opportunities in the following areas:

- Risk / Strategy
- Analysts: Risk, Credit, Airline, Aviation Credit
- Portfolio and Asset Managers
- Finance: Structured Finance, Corporate Finance, Capital Markets, Treasury, Financial Planning & Analysis
- Technical Operations
- Private Aviation
- Commercial / Sales
- Legal

Entry Requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce, Economics, Finance, Engineering, Mathematics, Physics or a Finance related area (all with strong quantitative skills)
OR
- A primary degree with a minimum of three years' work experience in the Aviation industry.



Curriculum

Core Modules:

- Accounting / Financial Statement Analysis for Aviation
- Aviation Tax
- Quantitative Methods
- Capital Markets & Instruments
- Aviation Finance 1
- Doing Business Globally
- Aviation Economics
- Topics in Aviation Finance
- Aviation Finance II
- Law of Aviation Finance

Summer Term:

- Aviation Finance Research Project
OR
- Aviation Industry Internship
OR
- Elective Modules (Choose 2)
 - Financial Modelling
 - Management of Banking Institutions
 - Advanced Treasury Management
 - Mergers & Acquisitions

MSc in Business Analytics

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

Business Analytics provides a set of analytical methods for solving problems and aiding decision-making, particularly in the context of large quantities of data. It involves the development and application of models and concepts to illuminate management issues and solve managerial problems. It includes Data Science, Management Science and Operational Research.

Many different organisations use the principles and practice of Analytics. Major applications include:

- Banking and finance
- Management consulting
- Transport and logistics
- Marketing
- Engineering and manufacturing
- Government, public sector, health care, not-for-profit, sports

What is the course about?

This course is suitable for graduates from technical disciplines such as engineering, computer science, mathematics, and business (with quantitative modules) with a talent for and interest in using mathematical, computational, data-oriented, and analytical methods to solve business problems.

How will I benefit?

The course offers:

- Exposure to and practice of the latest cutting-edge quantitative analysis and optimisation techniques.
- Development of the necessary computer software skills and an understanding of the theory and practice of applied information systems, as required in consultancy and business.
- The ability to develop new software solutions and implement mathematical and quantitative techniques in order to make effective business decisions and boost performance.

- Access to current research into all aspects of decision and management science, including Project Management, Simulation, Machine Learning, Multi-criteria Decision Making and Spatial Decision Support Systems.
- Carrying out a research project to solve a real-world business problem in collaboration with a top analytics employer.

Where can I go?

Our graduates are employed in a variety of roles such as consultants, data scientists, business analysts, strategy analysts, risk analysts and managers in areas such as:

- Consulting: Accenture, Deloitte Consulting, EY, Sapient, FTI (formerly Distinct Consulting), BearingPoint, PA Consulting
- Industry: Intel, Dell, CarTrawler, ICON, Paddy Power
- Software: Facebook, eontec.com, Murex, IBM, SAP
- Operations Research: Aer Lingus, Revenue Research Inc, EON
- Financial Services: AIB, J.P. Morgan, Goldman Sachs, First Derivatives, Fidelity, ABN AMRO
- Also Media, Marketing, Academic research, and more.

Entry requirements:

- Minimum second class honours primary degree.
- This course is suitable for graduates who have majored in any subject with a strong quantitative element, typically including maths, science, computer science/IT, engineering and business.
- Students with a less quantitative background may be interested in the related course, MSc in Digital Innovation, which focuses on how Information and Communication Technology (ICT) enables business to innovate and compete globally. See page 13.

Prizes

The Patrick Perry Bursary of €2000 is sponsored by SAS Ireland. The bursary is awarded to the best student.



Curriculum

You must complete four core modules, four option modules, a research methods module and either: A dissertation project applying the concepts covered in the modules OR An applied practicum project together with an extra taught summer module

Core Modules:

- Quantitative Methods
- Numerical Analytics and Software
- Project Management and Decision Analytics
- Applied Probability and Statistics
- Analytics Research and Implementation
- Dissertation/Practicum + Module

Option Modules:

- Network Software Modelling
- Analytical Business Modelling
- Decision Support and Business Intelligence
- Simulation Modelling and Analysis
- Data Mining and Applications

"I felt the MSc in Business Analytics at Smurfit struck the right balance between the technical and business aspects of analytics. It provided me with a solid practical and theoretical grounding for me to succeed in the workplace."

Rebecca Haughton, MSc in Business Analytics 2015,
Insight Analyst, Ryanair

MSc in Digital Innovation

One year full-time or two years part-time (See part-time course page 37)

What is the course about?

We are living in a golden age of digital innovation. During our lifetimes, an entirely new digital infrastructure has been created. At the same time, new technologies like social media, cloud computing, analytics and big data, wearable devices, 3D printing are transforming every aspect of our personal and professional lives. The MSc in Digital Innovation addresses technology-centric transformation in business and society. It is designed to equip future business and technology leaders with the knowledge and skills to succeed in the digital era.

Who is it for?

Graduates of any discipline but particularly those with a business and/or IT background seeking a career managing the delivery of digital innovation.

How will I benefit?

Our students are taught by internationally recognised researchers and engage directly with the technology companies that have made Dublin the Digital Hub of Europe. Our graduates emerge as insightful, reflective and critically minded individuals with a unique understanding of the discovery, development, diffusion, and impact of digital product, process, and business model innovations.

The course offers:

- Leadership skills regarding the strategic application of IT for digital innovation
- The capacity to create and critically assess the business case for ICT deployment
- In-depth knowledge and managerial insights into systems development methodologies and processes
- Skills in business process redesign, change management, global sourcing and process modelling
- Skills in designing and undertaking industry-relevant research projects
- Ability to be a team player in distributed, cross-cultural, multiple time-zone projects

Where can I go?

Ireland is home to the top ten global technology companies and nine of the top ten global software companies including Microsoft, Apple, Google, Facebook, LinkedIn, HP, Oracle, Intel, and Accenture. Graduates of the MSc Digital Innovation have built careers in all of these companies.

Our alumni are pursuing careers as business and technology analysts, business and technology consultants, software developers, project managers and managers across a range of industries including business services (Management and IT Consulting), computing and software development, communications, media, gaming, accountancy and legal services, financial services and banking, pharmaceuticals, aviation, logistics, retail, export, NGO and public sector.

Entry Requirements

- A minimum second-class honours degree (or equivalent) in any discipline
OR
- A primary degree with a minimum of three years' relevant work experience.

“The course is a perfect balance between business and technology. It is ideal for either people from a business background looking to get into the technology industry or those with a pure IT background lacking soft skills and business acumen to become consultants. It gave me a huge advantage in my career as a technology consultant at Accenture.”

Cian Cahill, MSc in Digital Innovation 2015,
Technology Consultant, Accenture

“The learning environment equipped me very well for a career in consulting. I employ short term teaming, effective prioritisation, presentations skills and problem solving skills on an almost daily basis. Ultimately, the course gave me the vocabulary, context and fundamentals to secure a graduate IT consulting position and my experience of the programme has accelerated my career progression significantly with Ernst & Young.”

Keith Halloran, MSc in Digital Innovation 2011, Manager in Advisory Services, Ernst & Young

Curriculum

Students complete 9 modules or 6 modules plus an applied, industry-relevant research project (this is subject to approval). Please find out further details about course structure on the website.

Core Modules:

- Skills for Business Enquiry
- Managing Strategy and Innovation in a Digital Era
- Managing Design and Development
- Cultural and Political Perspectives on Managing Technology and Change
- Implementing Digital Projects
- Managing Global Sourcing

Summer Term (Electives and options offered vary each year):

- Critical Issues for Innovation, Technology & Organisation
- Knowledge, ICT & Organisation
- Economics of Information Technology & Digital Markets
- Changing Business Processes with ICT
- ICT in a Global Context
- Industry/Research Project (Dissertation track)

MSc in Digital Marketing

One year full-time or two years part-time (See part-time course page 38)

What is the course about?

This course is aimed at those who wish to develop a deep understanding and high level of competence in the application of digital marketing tools and techniques. The combination of strategic, analytical and practical elements will provide graduates of this course with a distinct advantage in the marketplace.

Specific objectives of this course are:

- To develop a strategic and analytical perspective on how digital marketing fits into modern business and where it can make its greatest contribution.
- To develop a thorough understanding of how digital technology can be used to improve the effectiveness and efficiency of marketing at all stages of the business value chain.
- To develop practical skills in applying digital technologies such as online advertising, social media and mobile marketing, CRM systems, Search Engine Optimisation and web data analytics in running the modern business.
- To combine theory and practice in all aspects of digital marketing so as to be of significant value to employers immediately upon completion of the course.

Who is it for?

The MSc in Digital Marketing is for Irish and International business graduates (or related area), who want to improve their digital skills, be industry ready and find exciting jobs in the digital capital of Europe.

How will I benefit?

The course offers:

- Analytical insight into the role of digital marketing in business and its current contribution to boosting effectiveness and efficiency within companies.
- The vital operational skills needed to successfully implement online advertising campaigns, social media marketing, e-CRM systems and web data analysis.

- The necessary balance of conceptual understanding and hands-on skills to make graduates of the course highly sought after by potential recruiters.
- A distinct head-start in the marketplace due to the combination of strategic, practical and analytical aspects to the course content.

Where can I go?

Graduates of this course will find career opportunities in areas such as Marketing Management; Advertising & Design; Public Relations; Market Research and Management of Online Businesses. Potential employers include:

- Google
- Twitter
- Facebook
- IBM
- LinkedIn
- Salesforce
- Bank of Ireland
- Oracle

Entry requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce, Marketing, Psychology, Computer Science or a related area OR
- An honours Graduate Diploma in Business Studies OR
- A primary degree with a minimum of three years' work experience in a Marketing role.

"The MSc in Digital Marketing is one of the leading courses in Europe. It puts you face to face with industry and academic experts who give you a strong understanding of the digital ecosystem in Ireland and around the world. You become highly-developed in communicating and marketing using social media, online media, and other digital technologies. You work on industry-relevant projects throughout the course that focuses on making you industry ready for future employers".

Patrick Guiney, MSc in Digital Marketing 2015,
Global Sales Associate, LinkedIn

Curriculum

To complete the MSc in Digital Marketing you must complete four core modules, three option modules and an Applied Digital Project, spread across three semesters including a summer semester.

Core Modules:

- Digital Marketing Strategy and Campaign Planning
- Digital Communications Management
- Market Research Methods and Data Analysis
- Digital Business Model & e-Commerce
- Applied Digital Project Management

Option Modules:

- Digital Sales Management
- Digital Brand Management
- Digital Design and Technology
- e-CRM
- Global Marketing Strategy
- Behavioural Insights Value Creation
- Business & Society
- Creativity Innovation & Entrepreneurship
- Web-based Business Models *

*Subject to change

MSc in Energy and Environmental Finance

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

This course is aimed at those who want to pursue a career in the global energy and environmental finance industry. The course will advance your understanding of finance theory, with specific focus on the practical aspects of energy-environmental financial markets. It encourages you to develop creative and analytical approaches to problem-solving in the energy-environment sphere and to enhance your interpersonal and leadership skills.

Who is it for?

This course is aimed at graduates with a background in a number of different fields (including Economics, Finance, Engineering, Mathematics, Environmental Science and Physics) who are keen to pursue a career in the energy and environmental markets sector.

How will I benefit?

The course offers:

- A comprehensive understanding of firms' financial management decisions in the context of how they contribute to maximising shareholder value along with the scarcity of energy resources and liberalisations in various energy markets.
- A critical awareness of the operation and functions of energy commodity markets and the pricing implications.
- An enhanced knowledge of the principles and the developments in the area of environmental finance.
- A strong emphasis on the development of interpersonal skills, leadership and problem-solving, as well as tracking recent developments, ensuring that graduates are well-informed on the industry and well-equipped to enter it.

Where can I go?

Graduates of the MSc in Energy & Environmental Finance can expect careers in the following areas:

Private Sector

- Compliance Participants
- Commercial & Investment Banks
- Management Consultants
- Hedge Funds
- Renewable Power Sector
- Energy & Environmental Exchanges
- Insurance Companies

Public Sector

- National Governments
- Business Associations
- Multilateral Banks (e.g. World Bank, European Investment Bank)

Entry requirements

A minimum of a second class honours degree (or equivalent) in an appropriate field which includes mathematics, economics, finance, engineering, environmental science, physics or a related area.

Prizes

- SCB Group sponsor cash prizes with summer internship opportunities awarded to the winning students.
- Gaelectric generously award a cash prize to the top performing student in Semester 2.



Curriculum

To complete the course you have the option of pursuing either a taught stream which involves a total of twelve modules (ten core modules plus two option modules), a research stream which involves ten core modules plus a major project, or an internship stream which involves ten core modules plus an internship.

Core Modules:

- Quantitative Methods
- Capital Markets & Instruments
- Commodity Finance
- Markets and the Environment
- Portfolio & Risk Management
- Environmental Finance
- Green Business
- Energy Economics and Climate Change
- Financial Asset Valuation
- Financial Econometrics

Optional Modules:

- Financial Modelling
- Management of Banking Institutions
- Advanced Treasury Management
- Mergers and Acquisitions
- Aircraft Finance

Summer Term

Research Project OR Industry Internship OR two optional modules.

"Enrolling in the MSc in Energy & Environmental Finance was a valuable investment for me. It was an intense intellectual and emotional experience that provided me with the perfect combination of academic theory and a practical framework of energy and finance markets across Europe".

Alejandro Limon, MSc in Energy & Environmental Finance 2014, Project Finance, Fotowatio Renewable Ventures

MSc in Finance

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

This course is designed to give you advanced specialist knowledge and a practical understanding of finance theory and practice relevant to the financial services industry. You will acquire the necessary theoretical and practical knowledge, as well as the skills required for a career in the financial services industry - in investment banks, commercial banks, fund management, insurance companies, securitisation and trading houses, stock brokers, and in the finance divisions of firms in other industries.

Students on the course have an opportunity to apply for a number of internship positions, allowing you to gain practical work experience in the financial services sector while gaining valuable knowledge and skills under the guidance of industry professionals.

The MSc in Finance receives special recognition from the Chartered Financial Analyst Institute (CFA). This means that our course contains at least 70 percent of the CFA candidate body of knowledge, so you will benefit from a head start towards the internationally recognised CFA qualification.



Who is it for?

This course is especially suitable for graduates with an educational track record in business, economics, finance or any degree with a significant quantitative element. The part-time option also enables current professionals with a business-related background to combine working life with study.

How will I benefit?

The course offers:

- Acquisition of applied theoretical research and the essential practical skills for a future career in financial services. Particular emphasis is placed upon the study of corporate finance and investment markets.

- A wide-ranging curriculum develops and tests graduates comprehension of financial management principles, market operations and functions, and the risks inherent in investment management, enabling them to comprehend wide-ranging management and strategic contexts relating to financial decision-making.
- A firm grasp of financial processes and procedures as well as the knowledge and skills (both professional and personal) necessary for a career in financial services, from investment and commercial banks through to insurance companies and trading houses and stock brokerage.

Where can I go?

Our graduates are employed in companies such as:

- Boston Consulting Group
- JP Morgan Chase & Co.
- Merrill Lynch
- Goldman Sachs
- AIB
- Davy Stockbrokers
- Bank of Ireland
- BNY Mellon
- Citi

Entry Requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce (with quantitative subjects), Economics, Finance, Engineering, Mathematics, Physics or a Finance related area
OR
- A primary degree with a minimum of three years' work experience in Finance.

Prizes

The PwC Maithiu Breathnach award, in the amount of €1,200 is awarded to the top student of the first semester.



Musgraves award a prize of €1,000 to the top student each year.



“After working in the finance industry for over 15 years, I decided to pursue a long term goal of undertaking an MSc in Finance. The program at the UCD Michael Smurfit Graduate Business School was really well structured with a well-balanced combination of academic theory and practical project work. I also met some really great people during my studies, many of whom I now stay in touch with.”

*Gary Lynch, MSc in Finance 2016,
Associate Director – Risk Consulting, KPMG*

Curriculum

You must complete 10 core modules and in the Summer Term complete either 2 option modules or an Industry Internship or a Research Project.

Core Modules:

- Capital Markets and Instruments
- Quantitative Methods
- Derivative Securities
- Financial Econometrics
- Corporate Financial Management
- Empirical Finance
- Portfolio & Risk Management
- Strategic Finance
- Financial Asset Valuation
- Behavioural Finance

Option Modules may include:

- Advanced Treasury Management
- Management of Banking Institutions
- Mergers & Acquisitions
- Aviation Finance
- Financial Modelling

Summer Term

2 option modules OR an Industry Internship OR a Research Project.

MSc in Food Business Strategy



One year full-time

What is the course about?

This comprehensive course offers a sound training in business concepts and practice, as well as a wider understanding of the unique environment within which food businesses operate. Students will gain advanced knowledge of the factors specific to food affecting the sustainability of food production and the role that innovation can play in the sector. They will also learn an appreciation of the increasingly complex and global environment in which the food business currently operates and the uncertainties and risks attached to food production.

Who is it for?

This course is open to a wide range of undergraduate profiles, but is especially suitable for those with a background in agriculture, food science or other science-based degrees seeking to develop their business expertise and for those with more business-focused degrees with an interest in moving into the food sector.

How will I benefit?

The course offers:

- Insight into the core business concepts that graduates from the course will need to master with a view to a future career in the sector.
- Advanced knowledge of the factors specific to food affecting the sustainability of food production and the role that innovation can play in the sector.
- An appreciation of the increasingly complex and global environment in which the food business currently operates and the uncertainties and risks attached to food production.
- Insight into the strategies practiced and applied within the industry, as well as the latest innovations and forms of leadership.

Where can I go?

Upon successful completion of the course, graduates will be open to an array of national and international employment

opportunities within a rapidly-growing industry or related sectors. Graduates from this and similar courses are employed in:

- Valeo Foods
- Musgraves
- Dawn Meats
- Diageo
- Kerry Group
- Ornu

Entry requirements

- A minimum second-class honours degree (or equivalent) in any discipline OR
- An honours Graduate Diploma in Business Studies or related subject OR
- A primary degree with a minimum of three years' relevant work experience.



Curriculum

You must complete seven modules and a research project in the Summer Term. Features of the course include an intensive module on innovation delivered by Teagasc (the Irish Agriculture and Food Agency) in Semester 2 and the development of a business strategy for a real food company as part of the research project.

Semester 1:

- Food Policy
- Customer Driven Marketing for the Food Industry
- Competitive Strategy in the Global Food Industry

Semester 2:

- Food Business Innovation (in collaboration with Teagasc)
- Economics of Food
- Supply Chain Management in Global Food Systems

Semester 3:

- Group Food Strategy Project
- Leadership for Growth in the Food Industry

Students must take one module in semester 2 from the list below which include:

- Project Management
- Brand Management
- Creativity and Entrepreneurship

Please note that options may vary from year to year

"I chose to study at UCD Michael Smurfit Business School due to the incredible global reputation of the college. The Masters in Food Business Strategy has put me on the path to entering one of Ireland's most important industries. I have had the privilege of studying under some of the best lecturers in this field, being thoroughly challenged, tested and encouraged. I have made great friends through doing this course and would highly recommend it to anyone with an interest in food, agriculture and sustainability."

Laura O'Brien, MSc in Food Business Strategy 2016

MSc in Human Resource Management

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

The effective management of human resources is recognised as a key element in an organisation's strategic capability. This course provides you with conceptual and practical insights into Human Resource Management. It reflects the changing character of the Irish, European and global context by emphasising the integration of knowledge and approaches in personnel management, employment relations and the behavioural and human sciences.

Who is it for?

This course, which is accredited by the Chartered Institute of Personnel and Development (CIPD), is ideal for students with an undergraduate degree in business, or degrees in cognate areas such as: social science, psychology, economics, politics or law.

How will I benefit?

- The MSc HRM offers students a research led professional education. Students will develop a capacity to interpret and critically assess the conceptual basis of employment relations and human resource management.
- Students will develop a grasp of the social, economic and political factors that influence HR management, its role within the national and international business environment and current developments within the profession.
- Students undertake a real-world consulting style project with an external organization and will develop a range of professional competencies that will prepare them to be reflective HR practitioners.

Where can I go?

Our graduates pursue careers in private and public sector organisations, employers associations, trade unions, research consultancy and teaching professions. Organisations that have recently employed our graduates include:

- Facebook
- Paypal
- Google
- Sherry FitzGerald
- PwC
- IBEC
- Zurich Insurance
- Ryanair
- Aer Lingus

- Beacon Hospital
- Paddy Power
- Diageo
- Coca Cola
- Central Bank of Ireland
- Royal College of Surgeons in Ireland

Entry requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce/Business Administration, Social Science, Psychology, Economics, Law, Accounting or a related area OR
- A primary degree with a minimum of three years' work experience in Human Resources.

Exchange Programme - European Masters in Labour Studies

The MSc Business (HRM) offers two exchange programmes, one with the ILR School, Cornell University and the second programme is the EMLS (European Masters in Labour Studies), a network of leading European universities offering postgraduate programmes in labour studies. (Places on these exchange programmes are limited and students are invited to apply to apply in mid- September. There is no guarantee that places on these exchange programmes will be available every academic year).

Further details about the ILR School are available at www.ilr.cornell.edu/about-ilr. Further details on the EMLS programme can be found at www.mest-emls.eu.

CIPD Membership

The MSc Business (HRM) is accredited by the CIPD (Chartered Institute of Personnel and Development), the leading professional body for HR managers. To qualify for CIPD membership students must complete specific modules that are accredited by the CIPD. (Students who participate in the exchange programmes can qualify for CIPD membership but they must ensure that they complete all the modules that are specified by CIPD).



Prizes

Two awards are normally available to Human Resource Management students who demonstrate exceptional ability on the course.

- The Merc Partners bursary is awarded to the student who obtains the highest mark in the HRM stream.
- The Richard Maher Memorial Medal is awarded to the part-time student with the highest first-class honours mark.



Curriculum

You must complete seven modules (2 core and 5 options) and a Research Project in the Summer Term.

Core Modules:

- Human Resource Management
- Concepts in IR and HRM
- Research Project: HRM and Business

Option Modules may include:

- Employment Relations in Ireland
- Employment Law
- Managing Conflict in Organisations
- Gender Equality & Diversity
- Developing Competencies for HR Leadership
- Managing Workplace Learning
- Reward Management
- Work & Employment in the Global Economy
- International HRM

"Undertaking the MSc in HRM was the one of the best things I did for myself, both personally and professionally. I gained a wide knowledge in regards to both practical and theoretical HR and I continue to use the theories and skills that I learned on a daily basis. Importantly course lecturers were knowledgeable and extremely approachable making the learning experience all the better."

Dawn Leslie, MSc in Human Resource Management 2014, Career Development, The Boston Consulting Group, London.

MSc in International Business

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

This course is designed to provide you with the knowledge, skills and competencies required to operate in the global market place. On completing this course, you will be expected to be able to critically appraise the theory and practice of international business; and demonstrate your expertise and competence in meeting the challenges and opportunities (professional and personal) of international business.

The MSc in International Business attracts many international students and their presence and contribution, along with the learning approach adopted, enhances the student learning experience.

A small number of places are available to students to complete Semester 2 at a leading French business school.

Who is it for?

This course offers the perfect match for students with an international background and profile who are seeking to build a business career in today's increasingly globalised market place.

How will I benefit?

The course offers:

- Essential insight into the main challenges faced by a globalised business, including the actual workings and resources of such organisations, and the ability to demonstrate orally and in writing an understanding of the global market.
- The necessary personal and professional skills in order to prepare, coordinate and implement business procedures in an autonomous fashion.
- The ability to apply the knowledge and skills acquired during the course via research activity into the international business field.

Where can I go?

Our graduates are employed by leading firms in Ireland and overseas, such as:

- Allied Irish Banks
- Bank of America
- Bank of Ireland
- BP Group
- Deloitte
- Goodbody Stockbrokers
- Hewlett Packard
- Oracle
- PayPal
- Royal Bank of Scotland
- SEI Investments

Entry Requirements

- A minimum second-class honours degree (or equivalent) in Business, Commerce, Business Administration, International Economics (where a number of business modules were taken in that Economics degree) or a closely related area OR
- A primary degree with a minimum of three years' relevant work experience.

“Pursuing the MSc in International Business from UCD Michael Smurfit Graduate Business School has equipped me with the necessary knowledge and skills required to be successful on the global front. UCD gave me the opportunity to work with other international students during my course and it has broadened my understanding of the course. This MSc has offered a great platform for my future endeavors and I hope to capitalise on it.”

*Shreya Sinha, MSc in International Business 2015,
Key Account Manager, Propaganda India*

“After taking the MSc International Business, you will have a profound understanding of all business related knowledge needed to compete in the dynamic, fast paced business environment.”

*Tamara Tomanic, MSc in International Business 2015,
Inside Sales Account Manager, Dell Software*

Curriculum

You must complete four core modules plus two option modules. During the summer term you have an option to complete either 3 modules, an International Business Consultancy Project, or a dissertation.

Core Modules:

- International Business Management
- Cross Cultural Management
- Global Marketing
- Global Competitive Strategies
- International Financial Management

Option Modules may include:

- Work & Employment in the Global Economy
- Managing Workplace Learning
- Project Management
- Managing the Negotiation Process
- Economics of Entrepreneurship
- Organisational Renewal

Summer Term

International Business Consultancy Project, Dissertation OR three modules (from a defined list).

CEMS Masters in International Management

16 months full-time

What is the course about?

This is a unique dual degree with graduates awarded an MSc in International Management from UCD Smurfit School and a Masters in International Management (MIM) from CEMS.

CEMS is a global strategic alliance of 30 leading business schools and 70 multinational organisations. UCD Smurfit School is the only Irish school within this elite community. For further information on the alliance visit www.cems.org.

Who is it for?

This course is targeted at graduates with a business/economics background, fluency in English and an additional CEMS-accredited language (plus another language), excellent interpersonal skills, as well as the ambition to become international business managers and leaders.

How will I benefit?

The course offers:

- The academic knowledge and practical skills required to operate within globalised businesses and multinational teams.
- An awareness of different cultures, schools of thought and ways of doing business, via a semester spent abroad in a CEMS member school, an international internship and constant interaction with the corporate world during the course via the CEMS Business Project, Skill Seminars and other corporate events.

In 2016 the Smurfit MSc in International Management was ranked 22nd in the world by the Financial Times MiM Global Ranking.

Where can I go?

Typically, CEMS graduates begin their careers working in organisations that are global in their focus and operations.

For example:

- Accenture
- Hilti
- Google
- Kerry Group
- KPMG
- Facebook
- L'Oreal
- LVMH
- Oracle
- Procter & Gamble
- PwC
- Salesforce
- Microsoft
- Glanbia

"CEMS is a special blend of academic and business education stretching right across the world. The course will pull you into its unique international culture as you work with classmates, academics and businesses from all over the globe, and at the same time, push you out of your comfort zone and into new perspectives on global management. Above all, CEMS is a community of students and professionals who are passionate about the challenge of leading across cultures, borders and getting the very best out of themselves. With this challenge comes great opportunity; an open door to a global network of classmates, alumni and corporate partners - a CEMSie is never alone, no matter where in the world your career takes you!"

Mark Byrne, CEMS Masters in International Management 2016, Global Management Trainee (Outperformer Program) at Hilti, London

Curriculum

You must complete a one-week Block Seminar, two CEMS core modules, plus a number of option modules from a wide range on offer. Option modules allow you to deepen your knowledge in a specific domain or to acquire a broad set of competencies. You are also required to complete a business project, a number of skill seminars, a ten-week international internship and the Business Research Insights Paper as part of the course.

Core Modules:

- CEMS Block Seminar
- International Business and Strategy
- Global Leadership
- Business Project
- Business Research Insights

Please note that the suite of option modules offered may differ from semester to semester and from year to year. Option modules may require specific prior knowledge. Partner schools offer their own unique suites of option modules.

Option Modules may include:

- Managing the Negotiation Process (CEMS exclusive)
- Global Marketing (CEMS exclusive)
- International Finance (CEMS exclusive)
- Supply Chain Analytics
- Management Consulting Principles
- Corporate Marketing Strategy
- Managing Design and Development
- Leadership Development Skills
- Project Management
- Digital Communications Management
- Digital Business Models and eCommerce
- Finance and Funding for New Ventures
- Consumer Marketing
- Supply Chain Sustainability
- Managing Conflict in Organisations
- Managing Strategy and Innovation
- New Venture Dynamics
- Employment Law

CEMS Masters in International Management contd.

Entry requirements

You must have:

- A minimum second class honours (Grade 1) in a business/economics or related discipline and
- You should be fluent in English and one other CEMS language. Preference will be given to candidates who have three or more languages. See www.cems.org.

In addition to the above academic requirements, you also need to demonstrate the following:

- International orientation and openness
- Excellent interpersonal competencies
- A strong desire to achieve and leadership potential
- Integrity

As part of the admissions process, you will be required to attend an interview.



CEMS Academic Partners:

Australia	University of Sydney
Austria	WU Vienna
Belgium	Université Catholique de Louvain
Brazil	Escola de Administração de Empresas de São Paulo-FGV Sao Paulo
Canada	Richard Ivey School of Business, University of Western Ontario
Chile	Universidad Adolfo Ibáñez
China	School of Economics and Management, Tsinghua University
Czech Rep	University of Economics, Prague
Denmark	Copenhagen Business School
Finland	Aalto University School of Economics
France	Groupe HEC, Paris
Germany	Universität zu Köln
Hong Kong S.A.R. China	Hong Kong University of Science and Technology
Hungary	Corvinus University of Budapest
India	Indian Institute of Management, Calcutta
Ireland	UCD Michael Smurfit Graduate Business School
Italy	Università Luigi Bocconi, Milano
Japan	Keio University
Korea	Korea University Business School
Netherlands	RSM Erasmus University, Rotterdam
Norway	NHH Bergen
Poland	Warsaw School of Economics
Portugal	Universidade Nova de Lisboa
Russia	St Petersburg State University GSOM
Singapore	National University of Singapore
Spain	ESADE, Barcelona
Sweden	Stockholm School of Economics
Switzerland	Universität St. Gallen
Turkey	Koc University Graduate School of Business
UK	London School of Economics and Political Science

“The CEMS MiM was the most internationally immerse experience that I’ve ever had. With a rare combination of in-depth business curriculum anchored in the fundamentals of general management, strong practice management cases and seminars focused on personal and career development, CEMS at UCD Smurfit School is the perfect choice for an international career. My class was composed of more than 20 different nationalities and I had the opportunity to make friends from all over the world. My advice to you: Do it! Get out of your comfort zone and live the experience to its full!”

***Francisco Fernandes, CEMS Masters in International Management 2013,
Senior Account Manager, Tech at Facebook, San Francisco.***

MSc in Management (For non-business graduates)

One year full-time or two years part-time (See part-time course page 40)

What is the course about?

This course offers a very solid foundation in the key areas of management/business. Students are encouraged to nurture their creativity, cultivate their analytical capabilities and strengthen their capacities to work well in teams. On successful completion of this course, graduates should be well positioned to begin their careers within any organisational environment.

Who is it for?

If you are interested in the dynamic world of business and are keen to work in a public/private context, then this course is for you. It is an intensive programme that is designed for non-business graduates, who are looking to enhance or complement their primary degree with a business/management qualification.

How will I benefit?

- You will be exposed to current management thinking and perspectives.
- You will be encouraged to develop your capacity to identify and critically analyse a variety of business problems and to provide solutions in both local and international settings.
- You will be provided with an opportunity to develop your interpersonal, communication and leadership skills through group interactions, case discussions, presentations and our end of year business simulation exercise.
- You will develop the range of skills required to undertake and complete independent research and project work.

Where can I go?

Our graduates are employed in companies such as:

- | | | |
|-----------------|----------------------|-------------------|
| • Accenture | • AIB | • Apple |
| • Coca-Cola | • Enterprise Ireland | • Ernst & Young |
| • Glanbia | • Google | • Henkel |
| • KPMG | • Johnson & Johnson | • LinkedIn |
| • Merrill Lynch | • Microsoft | • Morgan McKinley |
| • PaddyPower | • PayPal | • Unilever |
| • Citi | • VHI | • Vodafone |

Entry requirements

The minimum entry requirement for applicants is a second class honours non-business undergraduate degree from disciplines such as Arts, Science and Engineering, among others.



Curriculum

To complete the MSc in Management you must complete 12 modules as follows:

- Business and Financial Environments
- Accounting Information for Managers
- Marketing Management
- Management and Organisational Behaviour
- Business Information Systems Management
- Human Resource Management
- Operations and Supply Chain Management
- Project Management
- Corporate Finance
- Business Simulation
- Global Strategic Management
- Business and Society

"I began the MSc in Management with no previous business experience or knowledge. I believe the course delivered a strong foundation in business covering a wide variety of topics. I found the course extremely valuable especially the aspect of working in teams which has proven invaluable to me in my career. The MSc in Management allows the student to learn not just from their lecturers but also their diverse and multicultural classmates. The environment nurtures creative thinking, problem solving and gives the student the skills to grow into a leader. I would highly recommend the MSc in Management to anyone who is looking to develop a career in the business environment".

Barry Delaney, MSc in Management 2014, Analyst Consulting, Deloitte

MSc in Management Consultancy

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

This course provides you with first-hand knowledge of the tools and techniques used by successful management consultants.

On completing the MSc in Management Consultancy you will have a detailed understanding of the consulting industry - how it works, its dominant players, key success factors and the management issues that drive it. You will also know how and when to use different consulting tools and methodologies, how to write a consulting proposal and other key skills needed to be a successful management consultant. Guest speakers from the consulting industry, including recent course graduates, provide additional insight and expertise.

As part of the course, students work directly with companies, completing Company Clinics with SMEs in Semester 1, and a live consulting project for a client company in Semester 2. In addition, students have the opportunity to complete a company internship over the summer term. Students work one-on-one with a client company to complete a consulting project and gain valuable work experience in the process.

Who is it for?

The ideal candidates of this course are graduates in business or economics keen to pursue a career in the highly competitive and increasingly global management consulting industry.

How will I benefit?

- You will learn the successful application of the various existing consulting tools and methods, both from an operational and strategic perspective, as well as the requisite skills to succeed within the profession.
- Acquisition of the techniques needed to solve problems and boost performance within businesses, as already applied by leading practitioners within the field.

- The chance to apply knowledge is offered before the course has even ended via a one-on-one consulting project conducted in tandem with a client company.

Where can I go?

Our graduates are employed in companies such as:

- PwC
- Accenture
- Deloitte
- Bearing Point
- EY
- Prospectus
- Grant Thornton
- Oracle
- LinkedIn
- Microsoft
- Google
- PA Consulting

Entry Requirements

- Suitable for students with an undergraduate degree from any discipline, however, business subjects and/or related work experience are favourable
OR
- A primary degree with a minimum of three years' relevant work experience.

Prizes

PricewaterhouseCoopers sponsor a Gold Medal Award and a bursary in the amount of €500 for the top student (highest GPA).

All students on the MSc in Management Consultancy become Graduate Members of the IMCA (Institute of Management Consultants & Advisors in Ireland) for the duration of the course and one year post-qualification.



Curriculum

You must complete seven modules (six core and one option) and the Management Consultancy Internship Project or Research Project.

Core Modules:

- Management Consulting Principles
- Diagnostic Techniques in Consulting
- Economic Foundations of Strategy
- Organisational Behaviour
- Managing Organisational Change
- Project Management

Option Modules may include:

- Cross Cultural Mgmt
- Organisational Renewal
- Financial Management
- Business in Society
- Technology Management
- Corporate Governance

Consulting project clients have included:

- Deloitte
- Element Pictures
- Agile Networks
- Jobbio
- Confederation of Golf in Ireland (CGI)
- Accenture
- K&K Produce
- PA Consulting Group
- IBM Global Procurement
- AMROP Strategis

Summer Term

Management Consultancy Internship Project plus one option module from the broader MSc Business curriculum.

"Doing the MSc in Management Consultancy is one of those decisions that I would make again in a heartbeat. The course offered a great depth of theoretical knowledge through classroom teaching that was also well complemented by project work with real-world companies. Add to this an exceptional group of people, both faculty and students, who help and challenge you along the way, and you have the perfect setup for a year of substantial personal growth and development."

Radu Eugen Mitache, MSc in Management Consultancy 2013,
Business Strategy Consultant, Accenture

MSc in Marketing

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

The course is focused on developing the marketing knowledge and skills that will enable you to operate at the highest level of management.

The course develops the conceptual and practical skills needed to perform successfully in the marketplace and is ideal for students with an undergraduate degree in business, psychology, social science or related area. The emphasis is on Marketing Management and on the development of an understanding of both conceptual marketing knowledge and its application in the business arena.

The area of digital marketing is explored within a number of modules on the course, and also in detail within three option modules. You will also have the opportunity to attend guest speaker lectures from practitioners in this industry and other industries during the year.

Who is it for?

Suitable for business graduates with a marketing orientation and current professionals wishing to build upon their existing marketing skills, as well as students with an undergraduate background in psychology.

What is the course about?

The course offers:

- In-depth knowledge of cutting-edge theory and practice of Marketing Management and Strategy, from a consumer, corporate and communications perspective.
- Detailed insight into increasingly important areas such as Digital Marketing, Data-Driven Marketing or Social Marketing via dedicated option modules.
- The real-life ramifications of marketing strategy, via a summer term project in close collaboration with a multinational company, real-life case studies as well as regular guest lectures delivered by industry specialists.

Where can I go?

Our graduates are employed in companies such as:

- Sony
- Microsoft
- Hewlett Packard
- Procter & Gamble
- Enterprise Ireland
- GSK
- Diageo
- Google
- Tesco
- Jameson
- Coca-Cola
- Vodafone
- Unilever
- Facebook
- Bord Bia

Entry Requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce, Marketing, Psychology or a related area OR
- A primary degree with a minimum of three years' work experience in a Marketing role.

Company Project

As part of this course you will be required to complete a company project, based on a real life brief from a well-established organisation. This project will enhance your employment prospects and/or help further your career in marketing.

The MSc in Marketing company projects have included work for:

- Unilever (Lyons Tea, Knorr, Lynx)
- C&C Group - Club Energize
- The National Lottery
- The Irish Times
- P&G
- PepsiCo Ireland
- Paddy Power
- Barnardos
- Danone

Curriculum

You must complete seven modules (4 core plus 3 options) and the Company Project.

Core Modules:

- Consumer Marketing
- Corporate Marketing Strategy
- Marketing Communications
- Applied Market Research

Option Modules may include:

- Digital Marketing
- Marketing in Society
- Marketing in the Digital Age
- Brand Management
- Financial and Behavioural Aspects of Marketing
- Data Driven Marketing
- Global Marketing Strategy
- Digital Marketing Practice
- Sales Management

Summer Term

Company Project plus one option module

"I chose the MSc in Marketing as I wanted to upskill in the marketing field. This course helps you to build your critical and analytical skills to progress further in this area. Marketing as a role is constantly evolving and we as Marketeers need to keep up to date with the changing environment as consumers are more aware of their choices. I think the MSc in Marketing will really help me deliver clever marketing strategies for this new age consumer."

Rohit Verma, MSc in Marketing 2016

MSc in Marketing Practice

11 months full-time

What is the course about?

The objective of the course is to transform graduates into competent marketing professionals.

Future managers must have the capacity to be team players, to motivate and lead others, to communicate and negotiate effectively and possess excellent interpersonal skills, and the MSc in Marketing Practice helps to nurture these skills.

The entirely different learning technique, called "Action Learning" is the winning premise of the course whereby students fundamentally learn through doing. In undergraduate degrees you learn about management, here you learn to manage.

The MSc in Marketing Practice operates year round as a professional marketing services provider known commercially as the Marketing Development Programme (www.mdp.ie). The practical experience gained on this course is like no other, as students, referred to as "Marketing Advisors", work closely with companies, ranging from start-ups and non-profits, to multinational organisations.

As a "Marketing Advisor" you will undertake professional assignments such as:

- Marketing and Business Strategy Development
- Quantitative and Qualitative Market Research
- Market Feasibility Studies
- Consumer Surveys
- Economic Impact Studies
- Event Management
- Digital Marketing Strategies
- Social Media Management

Who is it for?

This course is suitable for graduates from both business and non-business backgrounds. The objective of the course is to transform graduates into competent marketing professionals.

How will I benefit?

- Students consolidate their prior knowledge of management theory by adopting and applying actual commercial skills.
- Genuine practical experience is gained as students are cast as "Marketing Advisors", involving a professional assignment to be delivered to a client.
- Students gain an understanding of the marketing challenges faced by a variety of different organisations, from start-ups and non-profits through to multinational organisations.
- Regular contact with clients via the course and related events provides golden networking opportunities, as well as the chance to learn first-hand the team-playing, motivational and leadership skills required for the profession.



Curriculum

To complete the course you must immerse yourself in the following:

- Personal and Professional Development
- Leadership Skills
- Confidence Building
- Professional Business Behaviour
- Teamwork
- Attitudes and Values
- Emotional Intelligence
- Increase Business and Marketing Knowledge
- Client Management
- Communication Skills
- Presentation Skills
- Problem Solving
- Conflict Management
- Time Management
- Networking
- Digital Marketing

Personal and professional development is achieved through:

- Commercial Projects
- Lectures in Leading Edge Management
- Guest Speakers
- Action Learning Project
- In-company Executive Shadow Days
- Annual Seminars
- On-going Support and Guidance from Management
- Appraisal Process with Structured Feedback
- Mentor Programme
- Business Networking

MSc in Marketing Practice contd.

“My decision to apply for the MDP was the best decision I have made to date. As a law graduate I was apprehensive that I didn’t have a business background and that I would be out of my depth compared to my classmates and in some situations I was, but that’s the beauty of the MDP. I sometimes refer to it as a life course because you’re constantly being pushed out of your comfort zone which not only develops you professionally but also personally. You’re surrounded by people with different skills, personalities and abilities which is essential in providing students with an open mind, a key trait of a good marketer. You are given opportunities throughout the year to conduct qualitative and quantitative research, manage events and to complete marketing course work to ensure you graduate with well rounded marketing experience. I highly recommend this course to anyone looking to grow and develop into a professional that is self-aware, emotionally intelligent and capable.”

Rebecca Fitzgerald, MSc in Marketing Practice 2015, Marketing Analyst EMEA, Kerry Group

Where can I go?

Our graduates are employed in companies such as:

- LinkedIn
- Unilever
- Microsoft
- Google
- RED C
- Saatchi & Saatchi
- L’Oreal
- Alltech
- Cadbury
- Irish Distillers
- GlaxoSmithKline
- PayPal
- Red Bull
- Maximum Media
- Kerry Group
- Mars
- Accenture
- Enterprise Ireland
- Paddy Power
- Vodafone
- Heineken
- Danone
- Yahoo
- Mindshare Ireland

Entry requirements

You should have an honours degree in business or another discipline. There is an interview process made up of two separate interviews; one individual and one group interview as well as a general intelligence assessment. Acceptance is subject to demonstration of an aptitude in marketing.

Applications from international students are welcome, but competency in English is essential.

Please submit:

- An up-to-date curriculum vitae
- Two passport size photographs
- A Short Statement, 300 words maximum - entitled: “Why I should be accepted on the MSc Marketing Practice Degree Programme”. This statement should draw on and emphasise relevant experience(s) which should demonstrate initiative, teamwork, leadership skills and problem solving ability.



MSc in Project Management

One year full-time or two years part-time (See part-time course page 41)

What is the course about?

This course will equip you with practical skills in planning, organising and leadership at the very highest level, within a framework informed by both academic learning and practical experience.

This course prepares you for a career in project management. Real-life projects are used as examples to reinforce your understanding. You will also be given the opportunity to carry out your own projects and experience the reality of achieving your goals using the tools and techniques acquired.

The skills you will develop and hone will open doors for you in a wide range of industries and fields of work. From existing projects to the implementation of new products, facilities, systems and technology, all are achieved through project management.

Who is it for?

The full-time option of this Masters is suitable for graduates from all academic backgrounds and disciplines. This Masters is also offered in a 2 year part-time format, taught via twice-weekly evening classes and is intended for students with work experience, see page 41.

How will I benefit?

The course offers:

- A blend of theoretical grounding and best practices as well as concrete skills designed to train students in the planning, organisation and control of business projects.
- A thorough education in the application of creative and innovative approaches to problem-solving, people management and delivery of business services and products.
- A first-hand insight into and experience in how to communicate with stakeholders and master the organisational and human issues that are key in management of projects.
- The acquisition of vital presentational, reporting and analytical techniques via group learning and advanced skill development.

Where can I go?

Our graduates are employed in companies such as:

- Google
- O2
- Deloitte
- Harvard University
- PricewaterhouseCoopers
- Dublin Airport Authority
- Microsoft
- Vodafone
- Eir
- AIB
- Citi
- Dell
- RTÉ
- Accenture
- Bank of Ireland
- BT

Entry Requirements

- A minimum second-class honours degree (or equivalent) in Business / Commerce, Computer Science, Engineering, Social Science, Economics, Science, Physics, Architecture or a related discipline
OR
- A primary degree (or equivalent) with a minimum of three years' relevant business work experience.

"The MSc in Project Management is a valuable course as it enables you to learn a combination of theoretical work and real world practices. This broad learning prepares you well for a variety of roles. The diversity of people in the course is an asset. Studying together with people from different backgrounds, cultures and levels of experience has enhanced my learning experience. A combination of individual and group work gives you a good insight and knowledge in how to manage diverse projects. The degree has definitely allowed me to grow on both a professional and personal level and I feel prepared for the role of a project manager."

Thora Albring, MSc in Project Management 2016

"After working for over five years I was hesitant to come back to school, but the MSc in Project Management seemed practical and relevant. Not only has the programme introduced me to tools and techniques that are necessary to move projects forward, but I am now equipped with in-depth knowledge of the whole Project Management Lifecycle. This knowledge has helped me overcome communication barriers and taught me how to be a more effective leader. The things I have learned will undoubtedly help me progress in my career and have given me the confidence to tackle any project from start to finish."

Bill Duffy, MSc in Project Management 2016

Curriculum

You must complete seven core modules and a Major Report.

Core Modules:

- Business Strategy
- Project Scope and Feasibility Evaluation
- The Project Management Lifecycle
- Project Management Tools and Techniques
- Procurement and Contract Management
- Project Risk Management
- Projects and Organisational Dynamics

Summer Term

Major Report and one core module

MSc in Quantitative Finance

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

This course covers a broad range of subjects related to the mathematical modelling of financial markets and the pricing and hedging of financial securities. The course equips you with the necessary theoretical, mathematical and computational skills needed to pursue a career in quantitative finance.

If you are a competitive student looking for a career in finance that will use your quantitative talents to the full, this is the course for you.

Students on the course have an opportunity to apply for a number of internship positions, allowing you to gain practical investment experience and draw valuable skills from industry professionals.

Who is it for?

Ambitious students with an educational background in mathematics or economics and a proven quantitative talent will be ideally suited to this course, as well as statistics, physics, computer science or engineering students capable of going through mathematically rigorous finance training.

How will I benefit?

The course offers:

- Acquisition of the theoretical, analytical and practical skills needed to manage portfolios of equity, fixed income and derivative securities and develop the tools for managing corporate financial risk.
- Assimilation of implementation methods for financial models using various programming languages and the application of critical evaluation techniques to the performance of models.
- The ability to carry out independent research on the uses of financial models, their implementation and their limitations.

Where can I go?

Our graduates are employed in companies such as:

- Goldman Sachs
- Morgan Stanley
- Credit Suisse
- Pioneer Investments
- Paddy Power
- Allied Irish Bank
- Irish Life Investment Managers
- Bank of Ireland Asset Management
- JP Morgan
- HSBC
- UBS
- Susquehanna (SIG)
- First Derivatives

Entry requirements

Appropriate degree fields include finance, economics, mathematics, statistics, physics, engineering and computer science. The course is also suitable for graduates who have completed a business degree with strong quantitative elements.

Applicants must hold a minimum of an upper second class honours degree. In certain circumstances where a candidate is considered a borderline case for admission a GMAT may be required. Please refer to the admissions section on pg. 55 for more information on the GMAT.

"After completing my undergraduate degree I felt I still needed to know more about the application and techniques of mathematics and statistics in Finance so I looked for programmes that answered that question and the MSc in Quantitative Finance answered it. I really enjoyed my experience here in Smurfit. The lecturers are hands-on and very approachable. Most of the models we have are very relevant in the workplace so having that kind of familiarity with it at this level can only help you in your career. The course has definitely benefitted my career prospects as I could secure a job quite easily. Especially when you mention that you completed an MSc in UCD Smurfit School, employers regard it favorably and respect it".

Khushil Nathoo, MSc in Quantitative Finance 2016

Curriculum

To complete the course you have the option of completing either a taught stream which involves a total of twelve modules (ten core modules plus two option modules in the summer semester), a research stream which involves ten modules (all core modules) plus a research project in the summer semester, or an internship stream which involves ten modules plus an internship in the summer semester.

Code Modules:

- Capital Markets
- Derivatives Securities
- Quantitative Methods for Finance
- Financial Econometrics
- Financial Theory
- Fixed Income Securities
- Numerical Methods for Finance
- Portfolio & Risk Management
- Advanced Statistical Computing Methods
- Stochastic Calculus & Optimal Control

Option Modules:

- Advanced Treasury Management
- Financial Modelling
- Management of Banking Institutions
- Mergers & Acquisitions
- Aircraft Finance
- Research Project
- Internship

MSc in Strategic Management Accounting

One year full-time

What is the course about?

This course will equip you with a systematic and rigorous knowledge of management accounting within the context of strategic management.

The collaboration between UCD Smurfit School and CIMA has informed the design of the course so that it responds to strategic corporate needs. Successful graduates of the programme will gain exemptions from all CIMA exams except the final integrated case study at CIMA strategic level.

Who is it for?

This intensive course is suitable for high-level graduates with a solid background in management accounting, financial accounting and reporting, finance, taxation or law, seeking a long-term career with leadership-level responsibility in the corporate finance function, management consulting, accounting and controlling.

How will I benefit?

You will gain a functional and technical level of expertise above that demanded by the Chartered Institute of Management Accountants' professional syllabus.

The course offers:

- The personal and business skills desired by employers, including data analytics, professional report writing, presentation skills, and teamwork.
- A firm grasp of the tools and techniques for measuring and managing business performance, financial reporting and analysis, and risk management.

Where can I go?

Past participants are employed in a variety of positions, in organisations as diverse as Aer Lingus, Allianz (Darta Savings), Allied Irish Banks, Credit Suisse, Deloitte, Ernst & Young, Health Service Executive, Intel, JP Morgan, Kerry Group, Mars, Microsoft, Oracle, PricewaterhouseCoopers, Procter & Gamble, Pfizer and Salesforce.

Management accountants successfully work in a variety of different industries. Typical positions include:

- Management Consulting and Advisory
- Financial Controller
- Financial / Business Analyst
- Pricing Manager
- Director of Finance
- Governance and Compliance Manager

Entry requirements

- Minimum of 2.1 honours Business degree.
- Applicants are required to have a strong background in management accounting, financial accounting and reporting, finance, taxation or law and related subjects. In general, applicants are required to have successfully completed 30 credits (e.g. 6 modules x 5 credits) in these subjects in their qualifying primary or postgraduate degree.

"The SMA course has been a very valuable experience for me, both professionally and personally. The diversity of my classmates' experiences provided a mutual learning environment over and above the modules themselves. I would highly recommend the MSc SMA to anyone seeking to develop their financial and leadership skills with the drive to complete an intensive yet rewarding course."

Fionn Collins, MSc in Strategic Management Accounting 2012 and CIMA Scholar, Sales Finance Manager, Mars

Curriculum

You must complete the following modules:

- Strategic Management
- Organisational Behaviour
- Performance Measurement and Management
- Management Control Systems
- Strategic Corporate Finance
- International Financial Reporting and Analysis
- Current Issues in Performance Measurement and Control
- Corporate Governance and Ethics
- Risk Management
- Project Management
- Internship OR Two summer modules OR Enterprise-based research project



MSc in Strategic Management and Planning

One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

The MSc in Strategic Management and Planning will equip you with the skills and techniques needed to succeed in strategic management such as: strategy, management, leadership, critical thinking, negotiations and decision-making techniques.

The course will advance your understanding of the various activities involved in the formulation and implementation of strategic initiatives: evaluating a firm's external and internal environments, assessing and designing its planning and control systems, acquiring and allocating financial and non-financial resources and implementing strategic initiatives.

Who is it for?

This course is ideal for students with an undergraduate degree in business, economics or related areas, postgraduate business diplomas, or degrees with a significant proportion of business subjects. We do, however, consider applications from graduates of all disciplines.

How will I benefit?

The course is designed to offer students a blend of theoretically rigorous and practically relevant business skills that are needed to succeed in today's business environment. These skills include:

- An ability to analyse the strategies practiced by companies within a wide range of industries worldwide and their ability to generate competitive advantage.
- An ability to analyse and apply business information to identify and resolve strategic and operational business problems.

The versatile curriculum of this course will allow access to a wide range of career opportunities both nationally and internationally.

Where can I go?

This course is an excellent foundation for a career in strategic consultancy, general management, business analysis and project management.

Recent employers include:

- Management Consulting: Accenture; PwC; Ernst and Young; KPMG; Deloitte.
- Financial Services: AIB Capital Markets; JP Morgan Chase; Credit Suisse; Deutsche Bank; Morgan Stanley; Davy Stockbrokers; Merrill Lynch.
- Regulation & Government Services: Central Bank of Ireland; Financial Regulator (Ireland); Enterprise Ireland.
- Graduate Management & Analyst Positions: Aldi; Procter and Gamble; Glanbia; Microsoft; Oracle; Dell; Intel; IBM; Ryanair; Salesforce; Stryker; Vodafone.

Upon successful completion of this course, you will become a member of the Strategic Planning Society (SPS) - the leading professional strategy association.

All students on the MSc in Strategic Management and Planning are eligible to apply for Graduate Membership of the IMCA (Institute of Management Consultants & Advisors in Ireland).



Entry Requirements

- A minimum second-class honours degree (or equivalent) in any discipline
OR
- A primary degree with a minimum of three years' relevant work experience.

"Learning from world class faculty and working with a diverse group of students, this challenging course allowed me to develop my teamwork, leadership, critical thinking and problem solving skills. The experience has proved invaluable to my career so far."

*Maeve Farrell, MSc in Strategic Management and Planning 2011,
Management Consultant, Accenture*

Curriculum

Core Modules:

- Behavioural Foundations of Strategy
- Economic Foundations of Strategy
- Planning and Decision Making Techniques
- Strategic Resource Allocation

Option Modules may include:

- Project Management
- New Venture Dynamics
- Leadership Development Skills
- Creativity, Innovation and Entrepreneurship
- Managing Organisational Integrity
- Cross Cultural Management
- Technology Management & Innovation
- Organisational Renewal
- Managing the Negotiation Process (Core)
- Managing Leading & Coaching
- Financial Management
- Globalisation and Social Movements

Summer Term

Dissertation OR core module 'Managing the Negotiation Process' and two option modules.

MSc in Supply Chain Management



One year full-time or two years part-time (Part-time classes held during the working day)

What is the course about?

Supply chain management is the management of all activities in business networks. This means managing the resources and relationships of not just your own company but also your suppliers and your customers. It's also about how you get goods back into the supply chain to be reused or recycled.

Supply chain management is varied and exciting and is recognised internationally as key to competitive advantage. This course will teach you the skills, theory and knowledge you need to become a leader in the supply chain management profession as well as connect you to our vibrant and growing community of global supply chain professionals and companies.

Who is it for?

Students from all disciplines targeting the Supply Chain Management profession can apply to take this course, especially those with a background in business, social science, economics and engineering.

How will I benefit?

The course offers:

- A 360-degree view of the profession, from supplier development and management, through to innovation generation, customer relationship management and sustainability.
- The skills and techniques required to succeed in the industry: strategy, management, leadership, critical thinking, negotiation and organisation.
- Market-relevant experience and the benefit of professional know-how via a consulting project conducted with a leading MNC.
- The combination of cutting-edge theory and knowledge dispensed by leading academics in the field and real experience of supply chain issues via corporate involvement in the course.

Where can I go?

We run a dedicated supply chain careers fair and leverage job opportunities through our corporate partners.

Our graduates are employed in companies such as:

- | | |
|-----------------------|-----------------------|
| • Abbott Laboratories | • Accenture |
| • Aldi | • Amazon |
| • Apple | • Coca-Cola |
| • Dell | • Deutsche Bank |
| • Diageo | • DHL |
| • Ernst & Young | • Facebook |
| • IBM | • Intel |
| • Johnson and Johnson | • KPMG |
| • Lidl | • Mars |
| • Microsoft | • Novartis |
| • Pfizer | • Primark |
| • PwC | • Procter and Gamble |
| • UDG | • Waters Technologies |
| • Zara | |

Entry requirements

- A minimum second-class honours degree (or equivalent) in any discipline OR
- A primary degree with a minimum of three years' work experience in Supply Chain Management.

Prizes and Accreditations

The James Crowley Memorial Medal Best Student Award.

IPICS sponsor the Best Consulting Project prize to the value of €500.



The MSc in Supply Chain Management is accredited by CIPS (Chartered Institute of Purchasing and Supply) which is the UK professional body for purchasing and supply.

Curriculum

You must complete five core modules, two option modules and a supply chain consulting project.

Core Modules:

- Procurement & Supplier Management
- Supply Chain Operations
- Supply Chain Analytics
- Logistics

Option Modules may include:

- Managing, Leading & Coaching
- Negotiations for Supply Chain Managers
- Cases in Supply Chain Analytics
- Supply Chain Sustainability
- Project Management for Supply Chain Managers
- Global Operations Simulation
- Cross Cultural Management

Summer Term

Supply Chain Consultancy Project plus one option module

"I chose to do the MSc in Supply Chain Management for two reasons. The 1st reason is down to the key areas of knowledge which are covered in the course. Not only will you learn about analytics and operations, but you learn about procurement, negotiations, logistics and even project management. This is a great approach as you learn about everything supply chain consists of and the best way to move a product from a manufacturer to a customer. The 2nd reason I chose this MSc is down to the school itself. The faculty members are not only highly qualified but they have real life experiences which they relay to you during classes. It's a very culturally diverse college which gives you a chance to learn something new every day. I would absolutely recommend the MSc in Supply Chain Management".

Shane Gallagher, MSc in Supply Chain Management 2016

MSc in Biotechnology and Business

One year full-time

What is the course about?

The course focuses on broadening your knowledge and understanding of Biotechnology while giving you a comprehensive business education. The MSc in Biotechnology and Business is the result of close collaboration between UCD School of Biomolecular and Biomedical Science and UCD Michael Smurfit Graduate Business School.

Who is it for?

This full-time Masters is aimed at life-science and chemistry graduates seeking a managerial position in the biotechnological or biopharmaceutical field or looking to create their own business within the same industry.

How will I benefit?

The course offers:

- An understanding of the latest know-how being applied in the design and development of new and highly innovative biotechnological and pharmaceutical products.
- Insight into industry-relevant expertise in drug discovery and development, bioprocess technology, regulatory affairs and the design and management of clinical trials.
- A range of entrepreneurial skills and a grasp of human, financial and technological capital management that will prepare graduates for work within a variety of different structures, from start-ups and SMEs through to large-scale multinational companies.

Where can I go?

This multi-disciplinary UCD MSc Biotechnology and Business course provides a solid grounding for careers in Management and Leadership, Quality Assurance, Regulatory Affairs, Technical Transfer, Research and Development, Laboratory Technician or Analyst.

Our graduates will be able to choose from a wide range of careers in industry, health and research, in both multinational organisations and small and medium size enterprises in a variety of roles. Graduates of this programme have secured employment in venture capital investment analysis, as medical device engineers and as research scientists in biotechnology companies.

Entry requirements

The course is designed to accommodate applicants who have successfully completed a primary degree in a biological or chemical science. This includes a BSc in Biotechnology, Biochemistry, Microbiology, Genetics, Neuroscience, Physiology, Pharmacology, Medicinal Chemistry or an equivalent qualification.

Curriculum

To complete the MSc in Biotechnology and Business you must successfully complete core modules and 3-4 option modules. You must also complete a business plan and biotechnology case study.

Semester 1, Core Modules:

- Business of Biotechnology & Science
- Corporate Accounting & Finance
- Management and Organisational Behaviour
- Professional Career Development Part 1

Semester 1, Option Modules:

- Biomedical Diagnostics
- Pharmacology and Drug Development
- Microbial and Animal Cell Products
- Recombinant DNA Technology

Semester 2, Core Modules:

- Marketing Management
- Professional Career Development Part II

Semester 2, Option Modules:

- Bioprocessing Laboratory
- Regulatory Affairs Science
- Emerging Issues in Biotechnology
- Environmental Biotechnology
- Food Biotechnology

Summer Term, Core Modules:

- Feasibility Studies & Business Plan Development
- Biotechnology Case Study

Please note that the curriculum is subject to change

"In the MSc Biotechnology and Business, great lecturers avoided the concept of learning-by-rote, instead focusing on the assimilation and application of valuable new knowledge in a collaborative working environment. As a science graduate, exposure to areas such as marketing, corporate finance and organisational management gave me a great competitive advantage when starting my career."

Sarah Lyster, MSc in Biotechnology and Business 2014, Scientific Events Project Specialist, Medical Communications, Novartis

For more information on the course contact:

Dr Cormac Murphy, UCD School of Biomolecular and Biomedical Science, University College Dublin, Belfield, Dublin 4, Ireland.
Phone: +353 1 716 2572 Email: Biotech@ucd.ie
www.ucd.ie/sbbs/graduatestudies

For all admissions related queries please contact Ms Jacqueline Jago-Stafford in the UCD School of Biomolecular and Biomedical Science by email Biotech@ucd.ie or ph: 01 7162131.

MSc in Biotherapeutics and Business

One year full-time

What is the course about?

The course focuses on broadening your knowledge and understanding of Biotherapeutics while giving you a comprehensive business education. The MSc in Biotherapeutics and Business is the result of close collaboration between UCD School of Biomolecular and Biomedical Science and UCD Michael Smurfit Graduate Business School.

Who is it for?

This full-time course is suitable for life-science and chemistry graduates with non-business backgrounds who want to pursue a career in management / entrepreneurship in the specific area of development of biotherapeutics.

How will I benefit?

- This course educates students on the practical uses of molecular advances in the discovery of protein and other biomolecular drug candidates and their development into biotherapeutics.
- The MSc in Biotherapeutics and Business has a global, multidisciplinary perspective with contributions from national and international academics and experts.
- Students share their firsthand practical experience with other MSc students and professionals from a diverse range of countries and backgrounds which creates a dynamic learning environment.

Where can I go?

This multi-disciplinary UCD MSc Biotherapeutics and Business course provides a solid grounding for careers in Management and Leadership, Quality Assurance, Regulatory Affairs, Technical Transfer, Research and Development, Laboratory Technician or Analyst. Our graduates will be able to choose from a wide range of careers in the biopharmaceutical industry, health and research, in both multinational organisations and small and medium size

Curriculum

To complete the MSc in Biotherapeutics and Business you must successfully complete core modules and 3-4 option modules. You must also complete a valuation and commercialisation of biotherapeutics project and a biotherapeutics case study.

Semester 1, Core Modules:

- Business of Biotechnology & Science
- Corporate Accounting & Finance
- Management and Organisational Behaviour
- Professional Career Development Part 1
- Biotherapeutic Pipeline I

Semester 1, Option Modules:

- Biomedical Diagnostics
- Pharmacology and Drug Development
- HCS Microscopy
- Recombinant DNA Technology
- Microbial & Animal Cell Products

Semester 2, Core Modules:

- Marketing Management
- Professional Career Development Part II
- Systems Biology in Drug Development
- Biotherapeutic Pipeline II

Semester 2, Option Modules:

- Bioprocessing Laboratory
- Regulatory Affairs Science
- Emerging Issues in Biotechnology

Summer Term, Core Modules:

- Commercial Biotherapeutics
- Biotherapeutics Case Study

Please note that the curriculum is subject to change

enterprises in a variety of roles. Graduates of this programme will have strong career options in venture capital investment analysis, pharmacovigilance and as research scientists in biotherapeutics companies.

Entry requirements

The course is designed to accommodate applicants who have successfully completed a primary degree in a biological or chemical science. This includes a BSc in Biotechnology, Biochemistry, Microbiology, Genetics, Neuroscience, Physiology, Pharmacology, Medicinal Chemistry or an equivalent qualification.

For more information on the course contact:

Dr David O'Connell,
UCD School of Biomolecular and Biomedical Science,
University College Dublin,
Belfield, Dublin 4, Ireland.
Phone: +353 1 716 6725
Email: Biotech@ucd.ie
www.ucd.ie/sbbs/graduatestudies

For all admissions related queries please contact:
Ms Jacqueline Jago-Stafford in the UCD School of Biomolecular and Biomedical Science by email Biotech@ucd.ie or ph: 01 7162131.

MSc in International Law and Business

One year full-time

What is the course about?

This course offers students with undergraduate qualifications in law or business (or a related discipline such as Economics) the opportunity for advanced study in both disciplines and in their international context. Students will further develop critical thinking abilities both in respect of the development of and relationship between the two disciplines, but also in the application of law and business. The course may also include the opportunity for students to participate in a structured and assessed period linked to a project.

Who is it for?

This course is suitable for graduates of Law or Business (or a related discipline such as Economics).

How will I benefit?

- You will gain the ability to assess critically the development of and the relationship between Law and Business, as well as their actual application.
- Students will be able to demonstrate specialised, detailed knowledge and understanding of global legal systems, of the major branches of law in those systems and of the principles, concepts and methods of business.
- Eventual graduates of the course will acquire a thorough grounding in the concepts and realities of law and business, making for a rich learning experience that will open up a number of employment opportunities.
- This course offers a springboard to recruitment by a wide range of companies, from international law firms and multinational professional service firms through to multinationals requiring in-house legal advisers.

Where can I go?

Graduates from this course will go on to careers with leading international law firms, with multinational professional services firms, as professional advisers and in-house counsel with major multinational businesses and as entrepreneurs in fields where outstanding knowledge of, and engagement with, international law and business are highly relevant.

Entry requirements

- A minimum second-class honours degree grade 1 (2.1) in either law or business (or a related discipline such as Economics).
- Exemption from these requirements may be given to those with significant, relevant, practical experience.

Admissions/Enquiries:

Justine McCann, UCD Sutherland School of Law, Belfield
Phone: + 353 1 716 4109
Email: justine.mccann@ucd.ie

“The programme set UCD apart from other universities for me as it is the only interdisciplinary programme available at postgraduate level. I chose this programme in order to equip me with the academic and practical skills required of commercial lawyers working in international firms. This is a fantastic opportunity that graduates with a genuine interest in law and business will not find elsewhere.”

*Niamh Gallagher, MSc in International Law & Business 2015,
Trainee Solicitor, Matheson*

Curriculum

You must complete the following 3 core modules:

Core Modules:

- International Law and Business I: Corporate Networks
- International Law and Business II: Transactions
- Dissertation module or Project module

Option Modules include:

Law Options (choose 2):

- Corporate Governance
- EU Competition Law
- Trade Mark Law
- International Economic Law
- Regulatory Governance
- International Commercial Arbitration
- International Competition Law
- International Tax Law
- Insolvency Law
- Law of International Finance
- International Economic Law
- Key Issues in Conflict of Laws

Business Options (choose 2):

- Project Management
- Economic Foundations of Strategy
- Economics of Entrepreneurship
- Creativity, Innovation + Entrepreneurship
- Global Competitive Strategies
- Managing the Negotiation Process
- International Financial Management

Please note that option modules are subject to change

Part-time Masters

Studying part-time gives you the opportunity to transform your prospects while also giving you the flexibility to continue working.

At UCD Michael Smurfit Graduate Business School we offer a range of 2 year part-time courses. Schedules vary depending on the course you choose and range from evening, weekend to day-time options.

Evening: Classes held 2 evenings per week

MSc in Business Analytics (In Sept 2017 the PT classes will run in the daytime)

Business Analytics provides a set of analytical methods for solving problems and aiding decision-making, particularly in the context of large quantities of data. The course is suitable for applicants in employment who have an undergraduate degree in technical disciplines such as engineering, computer science, mathematics, and business (with quantitative modules) and with a talent for and interest in using mathematical, computational, data-oriented, and analytical methods to solve business problems. See pg. 36 for more information.

MSc in Digital Innovation

This course provides knowledge, perspectives and skills with which to effectively manage innovation in businesses through ICT. See pg. 37 for more information.

MSc in Digital Marketing

This course is aimed at marketing professionals who wish to develop a deep understanding and high level of competence in the application of digital marketing tools. See pg. 38 for more information.

MSc in Innovation, Entrepreneurship and Design

This part-time Masters is designed for science, technology, engineering and maths (STEM) graduates who have a minimum of three year's work experience. The unique design combines the academic rigour and theoretical grounding of a traditional Master's with extensive practical experience involving the creation of actual new ventures or new lines of business within a firm. See pg. 39 for more information.

MSc in Project Management

Project management is a key professional skill for delivering successful projects in areas such as business change, new products, new facilities, new systems and new technology. See pg. 41 for more information.

Executive MBA (mid-week, two evenings per week)

Designed for those with several years professional work experience, the MBA provides a valuable competitive advantage in the job market by developing leadership and management skills and expertise across a wide range of subject areas. See pg. 42 for more information.

Weekend: Classes held Friday afternoons and Saturday mornings

Executive MBA

Designed for those with several years professional work experience, the MBA provides a valuable competitive advantage in the job market by developing leadership and management skills and expertise across a wide range of subject areas. See pg. 42 for more information.

MSc in Management

This course is specifically designed for non-business graduates. The course delivers a well-rounded knowledge of the theories, practices and skills of business and management. Students study part-time and attend approximately 8 block weekend sessions per year. See pg. 40 for more information.

Day: Classes held during the working day

We offer a number of part-time Masters which are scheduled between 9am and 5pm Mon-Fri. If you are in full-time employment, employer support is essential as it requires class attendance during the working day.

The following Masters courses are offered part-time during the day:

- MSc in Aviation Finance
- MSc in Business Analytics
- MSc in Energy and Environmental Finance
- MSc in Finance
- MSc in Human Resource Management
- MSc in International Business
- MSc in Management Consultancy
- MSc in Marketing
- MSc in Quantitative Finance
- MSc in Strategic Management and Planning
- MSc in Supply Chain Management



MSc in Business Analytics Part-time

Two years (2 classes per week. For students entering in Sept 2017, these classes will be held during the daytime)

What is the course about?

Business Analytics provides a set of analytical methods for solving problems and aiding decision-making, particularly in the context of large quantities of data. It involves the development and application of models and concepts to illuminate management issues and solve managerial problems. It includes Data Science, Management Science and Operational Research.

Many different organisations use the principles and practice of Analytics. Major applications include:

- Banking and Finance
- Management Consulting
- Transport and Logistics
- Marketing
- Engineering and Manufacturing
- Government, Public Sector, Healthcare, Not-for-profit, Sports

Who is it for?

This programme is suitable for applicants in full-time employment who have an undergraduate degree in technical disciplines such as engineering, computer science, mathematics, and business (with quantitative modules), with a talent for and interest in using mathematical, computational, data-oriented, and analytical methods to solve business problems.

How will I benefit?

The course offers:

- Exposure to and practice of the latest cutting-edge quantitative analysis and optimisation techniques.
- Development of the necessary computer software skills and an understanding of the theory and practice of applied information systems, as required in consultancy and business.
- The ability to develop new software solutions and implement mathematical and quantitative techniques in order to make effective business decisions and boost performance.

- Access to current research into all aspects of decision and management science, including Project Management, Simulation, Machine Learning, Multi-criteria Decision Making and Spatial Decision Support Systems.
- Carrying out a research project, typically to solve a challenging existing problem for the current employer.

Where can I go?

Our graduates are employed in a variety of roles such as consultants, data scientists, business analysts, strategy analysts, risk analysts and managers in areas such as:

- Consulting: Accenture, Deloitte Consulting, EY, Sapient, FTI (formerly Distinct Consulting), BearingPoint, PA Consulting
- Industry: Intel, Dell, CarTrawler, ICON, Paddy Power
- Software: Facebook, eontec.com, Murex, IBM, SAP
- Operations Research: Aer Lingus, Revenue Research Inc, EON
- Financial Services: AIB, J.P. Morgan, Goldman Sachs, First Derivatives, Fidelity, ABN AMRO
- Also Media, Marketing, Academic research, and more.

Entry requirements

- Minimum second class honours primary degree.
- This course is suitable for graduates who have majored in any subject with a strong quantitative element, typically including maths, science, computer science/IT, engineering and business.
- Students with a less quantitative background may be interested in the related course, MSc in Digital Innovation, which focuses on how Information and Communication Technology (ICT) enables business to innovate and compete globally. See page 37.

Prizes:

The Patrick Perry Bursary of €2000 is sponsored by SAS Ireland. The bursary is awarded to the best student.



Curriculum

You must complete four core modules, four option modules, a research methods module and either:

- A dissertation project applying the concepts covered in the modules OR
- An applied practicum project together with an extra taught summer module.

Core Modules:

- Quantitative Methods
- Numerical Analytics and Software
- Project Management and Decision Analytics
- Applied Probability and Statistics
- Analytics Research and Implementation
- Dissertation/Practicum + Module

Option Modules include:

- Network Software Modelling
- Analytical Business Modelling
- Decision Support and Business Intelligence
- Simulation Modelling and Analysis
- Data Mining and Applications

"Doing the part-time MSc in Business Analytics was probably the best thing I did for my career in Ildiro Analytics. The course gave me the confidence and skill set to apply new approaches in terms of models and analytics for clients of Ildiro. As a person who was always more technical, this course allowed me to convert technical analytics into something non-technical people could understand. I would strongly recommend this course for those who want to understand analytics and to understand customer needs."

Lorcan Treanor, MSc in Business Analytics 2015,
Senior Data Scientist, Ildiro Analytics

MSc in Digital Innovation Part-time

Two years (2 evenings per week with half day classes in summer term)

What is the course about?

We are living in a golden age of digital innovation. During our lifetimes, an entirely new digital infrastructure has been created. At the same time, new technologies like social media, cloud computing, analytics and big data, wearable devices, 3D printing are transforming every aspect of our personal and professional lives. The MSc in Digital Innovation addresses technology-centric transformation in business and society. It is designed to equip future business and technology leaders with the knowledge and skills to succeed in the digital era.

Who is it for?

- Experienced business professionals seeking to deliver business value and innovation in their own functional areas through digital technologies.
- Experienced ICT professionals looking to deepen their digital knowledge and broaden their skill set.
- Professionals currently working in the area who are seeking to move from design and production of software towards corporate and strategic management of digital business.

How will I benefit?

The MSc in Digital Innovation is designed to equip business and technology leaders with the knowledge and skills to succeed in the digital era. Our students are taught by internationally recognised researchers and engage directly with the technology companies that have made Dublin the Digital Hub of Europe. Our graduates emerge as insightful, reflective and critically minded individuals with a unique understanding of the discovery, development, diffusion, and impact of digital product, process, and business model innovations.

The course offers:

- Leadership skills regarding the strategic application of IT for digital innovation.
- The capacity to create and critically assess the business case for ICT deployment.

- In-depth knowledge and managerial insights into systems development methodologies and processes.
- Skills in business process redesign, change management, global sourcing and process modelling.
- Skills in designing and undertaking industry-relevant research projects.
- Ability to be a team player in distributed, cross-cultural, multiple time-zone projects.

Where can I go?

Ireland is home to the top ten global technology companies and nine of the top ten global software companies including Microsoft, Apple, Google, Facebook, LinkedIn, HP, Oracle, Intel, and Accenture. Many of the graduates of the MSc Digital Innovation have succeeded in transitioning from design and production of software towards corporate and strategic management of digital business or have succeeded in advancing their careers in their chosen domain.

Our alumni are pursuing careers as experienced business and technology analysts, business and technology consultants, software developers, project managers and managers across a range of industries including business services (Management and IT Consulting), computing and software development, communications, media, gaming, accountancy and legal services, financial services and banking, pharmaceuticals, aviation, logistics, retail, export, NGO and public sector.

Entry requirements

- A primary degree with a minimum of three years' relevant work experience
OR
- A minimum second-class honours degree (or equivalent) in any discipline.

Curriculum

The two-year part-time format comprises of core and option modules delivered over 24 months and structured so as to facilitate the combination of study and professional life. Students complete 9 modules, or may seek approval to complete 6 modules plus an applied, industry-relevant research project. Semester 1 & 2 modules are usually delivered as twice-weekly evening classes over 12 weeks. Semester 3 modules are usually taught in 5 half-day classes spanning 1-2 weeks per module.

Core Modules:

- Skills for Business Enquiry
- Managing Strategy and Innovation in a Digital Era
- Managing Design and Development
- Cultural and Political Perspectives on Managing Technology and Change
- Implementing Digital Projects
- Managing Global Sourcing

Summer Term (Electives and options offered vary each year):

- Critical Issues for Innovation, Technology & Organisation
- Knowledge, ICT & Organisation
- Economics of Information Technology & Digital Markets
- Changing Business Processes with ICT
- ICT in a Global Context
- Industry/Research Project (Dissertation track)

“This course instils the practical reasoning and ability required to engage with all aspects of digital innovation. The social theory, critical thinking and hands on experience throughout the course is a framework for value creation that equips and inspires students to drive cultural shifts and business performance in new and unique directions”

Anna Carthy, MSc in Digital Innovation 2011,
Digital Project Manager, Aer Lingus

MSc in Digital Marketing Part-time

Two years (2 evenings per week)

What is the course about?

This course is aimed at marketing professionals who wish to develop a deep understanding and high level of competence in the application of digital marketing tools and techniques. The combination of strategic, analytical and practical elements will provide graduates of this course with a distinct advantage in the marketplace.

Specific objectives of this course are:

- To develop a strategic and analytical perspective on how digital marketing fits into modern business and where it can make its greatest contribution.
- To develop a thorough understanding of how digital technology can be used to improve the effectiveness and efficiency of marketing at all stages of the business value chain.
- To develop practical skills in applying digital technologies such as online advertising, social media and mobile marketing, CRM systems, Search Engine Optimization, and web data analytics in running the modern business.
- To combine theory and practice in all aspects of digital marketing so as to be of significant value to employers immediately upon completion of the course.

Who is it for?

This part time course is suitable for marketing professionals looking to deepen their digital knowledge and broaden their skillset in key areas of digital marketing. It is also suitable for professionals currently working in the digital space who wish to improve their managerial skills and gain further strategic and tactical insight in the field of digital marketing.

How will I benefit?

The course offers:

- Analytical insight into the role of digital marketing in business and its current contribution to boosting effectiveness and efficiency within companies.

- The vital operational skills needed to successfully implement online advertising campaigns, social media and mobile marketing strategy, e-CRM systems and web data analysis.
- The necessary balance of conceptual understanding and hands-on skills to make graduates of the course highly sought after by potential recruiters.
- A distinct head-start in the marketplace due to the combination of strategic, practical and analytical aspects to the course content.

Where can I go?

Graduates of the MSc in Digital Marketing will find new career prospects and opportunities for career advancement in various marketing sectors such as Marketing Management; Advertising & Design; Public Relations; Market Research and Management of Online Businesses.

Our graduates are employed in companies such as:

- Salesforce
- Ryanair
- Leaseplan
- The Irish Times
- Google
- LinkedIn
- Oracle
- Bank of Ireland

Entry requirements

- A minimum second-class honours degree (or equivalent) in Business/Commerce, Marketing, Psychology or a related area.
- A minimum of three years professional experience in marketing or marketing services.

"If you're serious about business and leadership in the future, it's really important that you can develop a digital competence. The network of people you get from a course like this and the strategic and practical benefits, I'd highly recommend it."

*James Munnally, MSc in Digital Marketing 2014,
Head of Marketing, Bank of Ireland Group*

Curriculum

You must complete 4 core modules, 3 option modules and a project in the summer term of second year.

Core Modules:

- Digital Marketing Strategy and Campaign Planning
- Digital Communications Management
- Market Research Methods and Data Analysis
- Digital Business Model & e-Commerce
- Applied Digital Project Management

Recommended Option Modules*

- Digital Sales Management
- Digital Brand Management
- Digital Design and Technology
- e-CRM
- Global Marketing Strategy
- Behavioural Insights Value Creation
- Web-based Business Models

Alternative Option Modules*

If you are in full-time employment, employer support is essential to undertake these option modules as classes are held during the working day.

- Creativity, Innovation & Entrepreneurship
- Business & Society

* Option Modules are subject to change

MSc in Innovation, Entrepreneurship and Design Part-time

Two years (2 evenings per week)

What is the course about?

The MSc in Innovation, Entrepreneurship and Design enables you to create your own tech start-up and earn a Smurfit Masters in a structured and supported environment with world class mentors and lecturers guiding you on the way.

The course design combines the theoretical grounding of a traditional Masters with extensive practical application involving the creation of actual new ventures or new lines of business within a firm. Participants benefit from the collaboration of three leading Irish institutions: UCD Smurfit School's strength in core business and innovation management, the National College of Art and Design's industrial design expertise, and input from experts at NovaUCD, UCD's leading incubator of technology firms.

Who is it for?

This unique programme is designed for Science, Technology, Engineering and Mathematics (STEM) graduates with work experience who have an interest in learning how to create their own start-up business. The 2 year part-time format involves twice-weekly evening classes and is structured to facilitate study and professional life.

How will I benefit?

Innovation and entrepreneurship are the engines of economic growth and are now seen as critical competencies for firms operating in competitive markets. Participants will learn the theory and practice of innovation and entrepreneurship, enabling them to lead in this important area.

Those who complete the course will gain:

- Knowledge and application of the processes that can be employed to identify, develop and validate new business ideas.
- A comprehensive understanding of entrepreneurial logic, business model design, and a design thinking approach to new product and service creation in knowledge-based businesses.
- Competencies in creating and leading teams to design and develop successful new ventures and new lines of business within a firm.

- A thorough understanding of how to commercialise technological innovations.

Where can I go?

Graduates of this course will find career opportunities in the following areas:

- Starting their own ventures
- Fast growing young companies
- Entrepreneurial multi-national companies
- Venture Capital / Consultancy

Entry requirements

- A minimum second-class honours degree (or equivalent) in a science, technology, engineering, or math (STEM) subject*.
- A minimum of three years relevant professional experience.

* Applicants with degrees outside these disciplines may be considered if they have excellent academic qualifications and deep knowledge in an area of potential for knowledge-based innovation and entrepreneurship.

Support/Mentorship

This course provides support and mentorship through the following:

- Entrepreneur-in-Residence Mentoring and Advice
- Links with Researchers at UCD and other Higher Education Institutions
- Links with NovaUCD and other Technology Transfer Offices
- Links with Accelerators and other Eco-system Supports
- Extracurricular Events and Talks

"Whether you have a business idea or not, the Masters in Innovation, Entrepreneurship and Design does an amazing job in enabling you to get the idea from concept to fruition. Through the module series, lecturers and programme content, it enabled me to create my own venture from scratch and develop it into a commercially viable business opportunity. If you have an entrepreneurial spirit then this is a programme you need to look at".

Lewis Atkinson, MSc in Innovation, Entrepreneurship & Design 2016

Curriculum

Delivered part-time over 2 years with evening classes, participants must complete 5 core and 2 option modules plus practical work application and a major project.

Core Modules:

- Foundations in Entrepreneurship Theory and Practice
- Design in Enterprise
- Leading Creativity and Innovation Processes
- Intellectual Property and Business Law for New Ventures
- Finance and Funding for New Ventures

Option Modules:*

- Data Driven Marketing
- Economic Foundations of Strategy
- Human Resource Management
- Managing the Negotiation Process
- Organisational Behaviour
- Managing Design and Development in ICT
- Digital Business Model & e-commerce
- Managing Workplace Learning
- Managing Organisational Change
- Supply Chain Sustainability
- Financial Management

* Options may be offered only during the day and availability may change

Practical Work Experience

This course includes practical work experience where participants work in teams to develop a new business in their area of expertise, ready for market entry.

Major Project

The major paper, delivered in the last semester, assesses innovation and entrepreneurship opportunities in the participants' chosen field, including recommendations for exploitation of those opportunities, and incorporates learning from the participants' own new venture project.

MSc in Management Part-time (For non-business graduates)

Two years (Weekends - Friday & Saturday)

What is the course about?

The MSc in Management offers you the chance to obtain a solid foundation in management education without putting your career on hold. The course is designed for people who are in full-time employment but wish to undertake part-time postgraduate study. It provides a grounding in all major areas of management and is ideal for people who hold or plan to hold a generalist management position.

The course consists of:

- Two years, part-time study.
- Approximately eight weekends of class attendance on campus each year (Fridays and Saturdays).

Who is it for?

The course is designed for people who hold a non-business undergraduate degree but wish to pursue, or further develop, a career in business. It is available to graduates from a wide range of academic backgrounds including arts, engineering, law, science, agriculture and the social sciences.

How will I benefit?

- On graduating from this course you will have been exposed to a wide range of conceptual models, practical tools and techniques that will help you to effectively manage within business and organisational contexts.
- The acquisition of essential interpersonal, communication and leadership skills via group and case study-based learning, presentations and simulation exercises.
- The ability to conduct and deliver in-depth research and large-scale projects in a truly autonomous fashion.

Where can I go?

As a result of the comprehensive curriculum associated with this course, candidates are exposed to an array of management subjects. This offers a very solid grounding in the principals and

practices of business/management, which can enable greater mobility in the workplace. On completion of this course, new opportunities typically open up to graduates. These typically lead to relocation or promotion within an existing workplace or a change in the overall career direction.

Entry requirements

A minimum second-class honours primary degree in a non-business discipline. In very exceptional circumstances, applications may be accepted from non-degree holders with significant management work experience. An Interview may form part of the selection process.

Student Support

Taking on a part-time business degree is a challenge. UCD Smurfit School places great emphasis on providing first-class student support including:

- Detailed study guides which include weekly study plans for each module.
- A Learning Support Officer who is on hand to provide daily advice and support.
- Study groups with fellow students who live in close geographic proximity.
- Online library and academic resources.

"I thoroughly enjoyed my time working towards my Master's degree with the Smurfit Business School. I was in a position to apply new concepts directly to real situations in my company and this had a positive impact on how the business was run. The course work is challenging and manageable and, if applied correctly, will provide the necessary tools to steer your company in the right direction."

Gavin Carpenter, MSc in Management 2014,
CEO, Phonovation Limited

"The programme content is based on real life practical scenarios encountered by managers everyday across every industry and workplace. As a result I could start applying what I was learning from day 1 and see the benefits immediately. The programme lecturers have real industry experience and are experts in their field, while the diversity of student's occupational backgrounds and the structure of the programme provides even further opportunities to learn."

Siún Aherne, MSc in Management 2014,
Academic Quality and Operations Manager at the Royal College of Surgeons, Ireland

Curriculum

You must complete the following modules:*

Year 1, Year 2

- Management and Organisational Behaviour
- Global Strategic Management
- Marketing Management
- Project Management
- Human Resource Management
- Operations and Supply Chain Management
- Corporate Finance
- Business Information Systems Management
- Economics
- Business Project 1
- Accounting Information for Managers
- Business Project 2

* This syllabus is subject to change

MSc in Project Management Part-time

Two years (2 evenings per week)

What is the course about?

This course will equip you with and enhance your skills in planning, organising and leadership at the very highest level, within a framework informed by both academic learning and practical experience.

This course prepares you for a career or enhances your skills in project management. Real-life projects are used as examples to reinforce your understanding. You will also be given the opportunity to carry out your own projects and experience the reality of achieving your goals using the tools and techniques acquired.

The skills you will develop and hone will open doors for you in a wide range of industries and fields of work. From existing projects to the implementation of new products, facilities, systems and technology, all are achieved through project management.

Who is it for?

The part-time option of this Masters is suitable for participants from all academic backgrounds and disciplines. This part-time course is taught via twice-weekly evening classes and is intended for students with work experience.

How will I benefit?

The course offers:

- A blend of theoretical grounding and best practices as well as concrete skills designed to train students in the planning, organisation and control of business projects.
- A thorough education in the application of creative and innovative approaches to problem-solving, people management and delivery of business services and products.
- A first-hand insight into and experience in how to communicate with stakeholders and master the organisational and human issues that are key in management of projects.
- The acquisition of vital presentational, reporting and analytical techniques via group learning and advanced skill development.

Where can I go?

Our graduates are employed in companies such as:

- Google
- Microsoft
- Dell
- O2
- Vodafone
- RTÉ
- Deloitte
- Eir
- BT
- Accenture
- AIB
- Bank of Ireland
- Harvard University
- Citi
- Dublin Airport Authority
- PricewaterhouseCoopers

Entry requirements

- A minimum second-class honours degree (or equivalent) in Business / Commerce, Computer Science, Engineering, Social Science, Economics, Science, Physics, Architecture or a related discipline
OR
- A primary degree (or equivalent) with a minimum of three years' relevant work experience.

Curriculum

You must complete seven core modules and a Major Report.

Core Modules:

- Business Strategy
- Project Scope and Feasibility Evaluation
- The Project Management Lifecycle
- Project Management Tools and Techniques
- Procurement and Contract Management
- Project Risk Management
- Projects and Organisational Dynamics

Summer Term

Major Report and one core module



“The programme provided me with the tools and techniques to successfully deliver projects as well as the professional and personal confidence to move my career forward. As a result of the learning from the programme, support from the lecturers, and personal commitment, I continue to progress in my career and get where I wanted to be, as I have progressed from a Projects and Compliance Coordinator role in the tourism industry to a Customer Project Manager role in a Telecommunications organisation. I definitely recommend the Masters to professionals considering this course as a way to move their career forward!”

Lorena Arias, MSc in Project Management 2014,
Customer Project Manager, Alcatel-Lucent

MBA (Master of Business Administration)

One year full-time or two years part-time

If you are an experienced professional from any discipline looking to fulfill ambitious career plans and maximise your potential in the workplace, an MBA will stimulate your intellectual curiosity, expedite your current progress and update your managerial toolkit and leadership competencies.

The UCD Smurfit MBA mission is to deliver the next generation of global minds and business leaders who can make a meaningful contribution to the societies and economies they work and live in. The course is designed for those who have several years professional work experience and it provides a valuable competitive advantage in the job market. Studying full-time or part-time (Exec MBA), the MBA develops your critical thinking and decision making by:

- challenging your perspective
- providing you with a global outlook
- enhancing your business acumen and leadership competencies across a wide range of areas including finance, strategy, marketing, accounting, economics, organisational behaviour, human resources, communications, governance, leadership and communications.

The Smurfit MBA is an integrated learning experience consisting of three interlinking themes - Academic Curriculum, Leadership Development Programme (LDP) and Careers Service - with you, the participant at the centre. The themes are delivered in an international context, grounded in leading academic research and real world business experience.

The Smurfit MBA academic curriculum is structured to take advantage of the extensive experience of its participants. It reflects the international nature of business today and the global arena in which our graduates succeed.

The Smurfit MBA LDP runs in conjunction with the academic curriculum. The LDP takes you on a practical journey of personal discovery and builds your awareness of self, team, context and leadership qualities. The programme gives you the tools to continue your personal and professional development; and fosters an appreciation for life-long learning.

The Smurfit MBA places great emphasis on career development; the Smurfit Career Development Team will work with you to ensure you have a set of tools which prepare you to take advantage of the opportunities that lie ahead throughout your career. Mock interviews, workshops, alumni events, company visits and networking events will help you improve your interview skills and identify career opportunities in Ireland and abroad.

The Smurfit MBA is highly regarded by corporate leaders, recruiters and business publications around the world. It is the only MBA in Ireland to be consistently ranked amongst the top 100 global MBAs by the Financial Times and the Economist over the past 17 years.

Who is it for?

The MBA is for those who wish to pursue careers in general management and have several years of professional experience. If you have proven professional achievements and wish to accelerate your career, our MBA will be of immense value. Participants come from all walks of life and diverse backgrounds, from civil engineering to medicine, veterinary and classical music.

Full-time or part-time

The one year full-time course offers you an opportunity to take time out of your career, immerse yourself in learning and fast-track or switch careers. Participants on the full-time course are more likely to be looking for an immediate change of function, sector or geography on completing the course. There is a considerable emphasis on career management and skills development to facilitate career changes.

Offered as a part-time course over two years, the Executive MBA gives you the flexibility to maintain your career momentum and earning power while you study. Working while you study also means you have the opportunity to make swift gains in the workplace by applying what you learn on an ongoing basis. Many participants on the Executive MBA change roles within their organisation either during or on completion of the course.

For more information please visit www.smurfitschool.ie/mba



Doctoral Studies (PhD)

What is the programme about?

The Doctoral Studies course at UCD Smurfit School is one of the leading programmes of its type in Europe. The course is integral to the School's research culture and we welcome and support excellent students who are interested in pursuing a career in research. We have students and post-doctoral researchers from all over the world and from a diverse range of disciplinary backgrounds.

Our campus setting in Blackrock is home to around 50 doctoral researchers, who are less 'students' and more early professionals partaking in a research education of the highest quality. As a doctoral student, you are encouraged to develop your own research ideas and preferred methodology under the close guidance of a senior academic colleague.

We offer an excellent taught programme in the first and second years of your PhD so as to properly equip you with the skills to undertake your own research. Guided by a Research and Professional Development Programme, which is specifically designed to aid you, you can plan and organise your coursework and research activities over the course of your studies.

Who is it for?

The programme is aimed at graduates with an excellent academic background in business or an area relevant to their chosen field of research. The duration of the PhD Programme is 4 years (full-time) and 6 years (part-time).

How will I benefit?

- You will be an integral part of UCD Smurfit School's vibrant, globally recognised research community (ranked 1st in Ireland and top 50 in Europe by the FT).
- You will receive structured training through taught advanced modules and close supervision to guide you in becoming a successful researcher, and to make a significant and original contribution to knowledge in business research.

- Access to the latest business research through very high quality academic seminars, PhD workshops, and high-profile visiting academics.
- Opportunity to interact and collaborate with leading academics who publish regularly in top international business and management journals.
- Financial support to attend top international conferences and workshops.

Where can I go?

It is designed for those who intend to pursue a career in academia, business education, research, consultancy or related professions.

Entry requirements

A minimum of a 2.1 primary degree or evidence of an equivalent level of academic achievement is required, though preference will be given to students with a first class honours undergraduate degree and/or a research masters. Degrees should be in Commerce, Business Studies, or an area related to the student's PhD subject area. Refer to the admissions section on pg. 55 for English language requirements.

Applications are accepted on an ongoing basis.

"As a student undertaking my PhD at the Smurfit School, I had access to talented business school faculty and exceptional facilities for conducting independent quality research.

Located in the dedicated Centre for Doctoral Research, I enjoyed a very supportive environment for learning and research. Similar to my fellow PhD colleagues, I undertook numerous research methodology courses along with an array of discipline specific modules."

Yansong Hu, Assistant Professor of Marketing & Strategic Management, Warwick Business School

Curriculum

The PhD seeks to strike a balance between the essential advanced taught component of the programme (which is necessary to equip you to undertake advanced research) and your research dissertation.

The PhD degree is awarded on successful completion of a structured programme of research, study and personal and professional development, prescribed by your supervisor(s), with the advice of your Doctoral Studies Panel.

There are three module sets:

Set 1 includes modules in research methods, philosophy of the social sciences and advanced methodology courses. Some modules are mandatory.

Modules include:

- Research Measurement and Design
- Introduction to Quantitative Methods I
- Introduction to Quantitative Methods II
- Approaches and Methods in Qualitative Research
- Social Sciences Methodology & Research Philosophy

Set 2 includes discipline specific modules. Such courses will be taken by you in consultation with your supervisor and your Doctoral Studies Panel.

Set 3 includes modules in generic transferable skills. These modules will be taken over the period of study for the PhD.

Applications are welcome from candidates with an interest in the following broad subject areas:

- Accounting
- Banking and Finance
- Industrial Relations and Human Resources
- Management of Information Systems
- Management
- Marketing

MPhil (Business)

What is the course about?

The MPhil (Business) involves the preparation of a research-based thesis under the supervision of a member of the Business School's Faculty.

Who is it for?

This course is for graduates of management, business studies or related disciplines who want to research a particular topic in depth. The duration of this research-based Masters is 18 months to 2 years full-time, or 2 to 4 years part-time.

How will you benefit?

- You will be an integral part of UCD Smurfit School's vibrant, globally recognised research community (ranked 1st in Ireland and top 50 in Europe by the FT).
- You will receive structured training through taught advanced modules and close supervision to allow you to conduct specialist research that contributes to knowledge in business and management.
- Access to the latest business research through very high quality academic seminars, workshops, and high-profile visiting academics.
- Opportunity to interact and collaborate with leading academics who publish regularly in top international business and management journals.
- Financial support to attend top international conferences and workshops.
- Acquire research training to apply for a PhD.

Where can I go?

Many of our recent graduates work in a variety of occupations including management, research, public policy and journalism. Others have gone on to pursue doctoral research studies.

Entry requirements

Candidates will normally possess, at a minimum, a second class honours degree in Business Studies or in a discipline closely related to the proposed area of research and study. However, preference will be given to graduates with a first class honours degree.

Applications are accepted on an ongoing basis.



Curriculum

You are expected to engage in a structured course of modules and training offered by UCD Michael Smurfit Graduate Business School. These modules are deemed essential for research students' training.

There are two module sets. Set 1 includes modules in research methods and associated courses.

Set 1 Modules:

- Research Measurement and Design
- Introduction to Quantitative Methods I
- Introduction to Quantitative Methods II
- Approaches and Methods Qualitative Research
- Social Sciences Methodology & Research Philosophy

Set 2 includes modules which are discipline specific.

Smurfit Executive Development

(Ranked #1 in Ireland for Open Programmes by Financial Times Executive Education Ranking 2016)

Today's business leaders face critical challenges — globalisation, turbulent markets and evolving technologies. As a result, senior executives often need to step outside their organisations to acquire the skills and knowledge to address these demands successfully.

At Smurfit Executive Development, our world class faculty mine the latest thought leadership and best business practices to develop programmes that span disciplines, industries, and geographical boundaries.

Our mission is to educate business leaders who make a difference in the world. Our portfolio of courses embodies this mission. Designed to transform leaders at all levels of the enterprise, these innovative offerings will help you to become what your company needs most— an outstanding leader who can take your organisation to the next level.

Whether you attend a part-time diploma or decide to work with us on a customised course, our renowned faculty will deliver powerful knowledge in a dynamic learning environment and senior executives will work together to address current issues and anticipate future challenges.

Whichever course you choose, you will emerge with the strategic skills to drive higher performance and deliver greater results throughout your organisation and your career.

Today's executive must be prepared to evolve with world changes, and that often means updating skills and learning new and innovative ways of conducting business in uncertain times. Our curriculum is constantly evolving to meet and exceed the needs of business professionals who know they must continue to develop their portfolio of skills.

Challenged by a passionate faculty, engaged by lively debate, and inspired by the beautiful facilities, you will enjoy countless opportunities to share and build upon your personal experiences in an open and honest setting.

We welcome the opportunity to work with you and your organisation.

“This diploma is professionally run from start to finish and I derived huge benefit from it. Corporate governance issues are and will remain big business issues and this course is bang on target. I learned from it. I enjoyed it. I recommend it.”

John Redmond, Diploma in Corporate Governance, Company Secretary, ESB



Open Enrolment Courses

Our courses are delivered by faculty experts and industry leaders, utilising latest industry research to provide contemporary course content. The teaching methodologies used are highly applied and interactive and are aimed at enabling the participant to use the skills in their organisation.

Our open enrolment courses are available to executives from all organisations across all industry sectors. We pay particular attention to ensure that, for a given course, all participants have similar learning objectives and broadly similar backgrounds and experience in order to maximise the potential for peer interaction, learning and networking.

We have an evolving range of open enrolment courses comprising both award-based diplomas and short courses. Current courses available at the time of print include:

Diploma in Business and Executive Coaching

Part-time diploma consisting of a series of 6 workshops delivered over 16 days and delivered in association with PB Coaching.

Diploma in Advanced Business and Executive Coaching

Part-time diploma for experienced coaches wishing to work with clients at a deeper level, consisting of a series of 6 workshops, delivered over 12 days and run in association with PB Coaching.

Diploma in Corporate Governance

Part-time one-year course designed to provide systematic training and education to current and prospective company directors and those interested in governance leading to a UCD qualification in corporate governance.

Diploma in Strategy, Innovation and Change

Part-time diploma delivered over 6 weekend workshops designed to give business managers and executives the insight and understanding needed to lead organisations in a complex global business environment.

Diploma in Advanced Management Performance

Part-time diploma delivered over 6 weekend workshops aimed at providing experienced managers with enhanced strategic management and leadership skills to assist them in developing key capabilities and strengths of their organisation.

Diploma in Strategic Growth (Food Industry)

Part-time diploma designed to address the specific opportunities presented to the Irish food, drink and horticulture sectors, it provides participants with best practice strategies and frameworks to develop business in key international markets.

Diploma in High Performance Sales and Business Development

Part-time diploma delivered over 6 weekend workshops providing business development managers and sales professionals with the tools they need to develop comprehensive sales strategies, attract customers and cultivate relationships that provide sustainable, long-term growth.

Diploma in Organisation Renewal & Transformation

Part-time diploma delivered over 6 weekend workshops designed to equip managers with the knowledge, skills, tools and techniques to lead organisational change.

Diploma in Strategic Growth (Biotech and Pharma Industry)

Part-time diploma delivered over 6 weekend workshops designed for executives, senior managers and high potential executives who are currently working in the life sciences industry and wish to gain a broader insight into the key drivers of the industry which will enable them to take on a more strategic role in their organisation.

Diploma in Business Finance

Part-time diploma delivered over 6 weekend workshops designed for mid-to-senior level executives with the necessary financial tools and knowledge to enhance their contributions to senior management decisions. It will enhance participants' confidence in contributing to such decisions and to communicate with those in accounting and finance positions.

Diploma in Leadership

Part-time diploma delivered over 6 weekend workshops designed to help senior executives to become better leaders, whatever their leadership role is. It is about understanding how they themselves contribute to their eventual success and that of their teams and organisations.

Diploma in Corporate Finance

Part-time diploma delivered over 6 weekend workshops designed specifically for aspiring finance specialists or recently promoted finance specialists into the CFO role or COO role whose management remit includes the finance function. The programme focuses on the financial aspects of strategic organisational decisions and the skills to communicate the nature and impact of such decisions to organisational stakeholders.

Leading for High-Impact and Results

Three-day course aimed at individuals who are being asked to take on a significant leadership role at a time of change in their organisation.

Winning Negotiation Strategies

Three-day course aimed at business owners and senior managers of a range of disciplines. It combines action learning, practical insights and leading edge theoretical concepts.

Influence & Persuasive Communications

Three-day course designed to strengthen executives' abilities to engage and influence diverse stakeholders, including clients, colleagues, employees and top management.

Pathway to a Masters Degree

3 steps to a UCD MSc in Business (Leadership & Management Practice)

The MSc in Business (Leadership & Management Practice) is based around a framework of eleven select diploma courses. By completing any three of these eleven diplomas within a 5-year timeframe, you will earn 90 credits (the national standard for a Masters Qualification) and will be conferred with the qualification of MSc in Business (Leadership & Management Practice) accredited and awarded by UCD at Level 9 on the National Framework of Qualifications.

Current diploma courses in the pathway include:

- Professional Diploma in Leadership Development
- Professional Diploma in Advanced Management Performance
- Professional Diploma in Strategy, Innovation and Change
- Professional Diploma in Strategic Growth (Food Industry)
- Professional Diploma in Organisation Renewal & Transformation
- Professional Diploma in Strategic Growth (Biotech & Pharma Industry)
- Professional Diploma in Business & Executive Coaching
- Professional Diploma in Corporate Governance
- Professional Diploma in Corporate Finance (Details to be announced shortly)
- Professional Diploma in Business Finance (Details to be announced shortly)
- Professional Diploma in High Performance Sales and Business Development



To learn more about our MSc pathway and for information on individual diploma programmes contact a member of our team on +353 1 716 8889, email exec.dev@ucd.ie or visit our website www.smurfitschool.ie/executivedevelopment

“This is a stimulating and challenging course and is an excellent vehicle for transferring emerging best practice in strategy into your company’s business operations”.

*Gary Widger, Diploma in Strategy, Innovation and Change,
Head of Innovation and Change, Mercury Engineering*

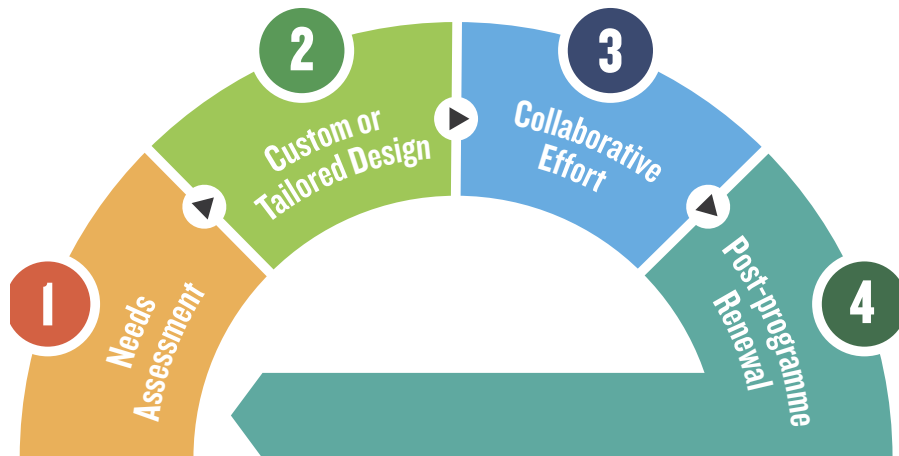
Customised & Tailored Courses

Your organisation is one of a kind, and its executive development courses should be no exception. Our experienced and relevant faculty works with your executive team from the ground up to develop flexible courses targeted for immediate results.

The key difference between open enrolment and customised courses is that the latter are essentially bespoke learning and development interventions that are designed directly to the development needs of your team or organisation. Hence, the focus is on the collective as opposed to the individual.

Tailored courses fall between open enrolment and customised in that we can take an existing open enrolment course and fit it more closely to the needs of your organisation. The focus is again on the collective with the key difference being that tailored courses require less design and development than a customised course.

Our design process can be described as follows:



1. Needs Assessment

We conduct an exacting needs assessment that uncovers your organisation’s underlying issues and challenges. An integral part of the process, the assessment requires commitment and buy-in from senior leaders as the process unfolds.

2. Custom or Tailored Design

Faculty and course development executives develop the curriculum and learning materials based on the objectives that have been outlined by key individuals from your firm.

Every aspect of a customised course - from classroom activities and web-based exercises to project teams and social events - is tailored to optimise learning and maximise the educational process.

3. Collaborative Effort

Ongoing collaboration and a commitment to service and flexibility ensure that the course not only creates a high impact learning experience for you, but also leads to your company’s desired outcome.

4. Post-Course Renewal

The School’s readiness to work with your company continues long after the course concludes in whatever capacity is needed. In an effort to examine, evaluate, and refresh the learning experience, a range of activities can be conducted to generate informative feedback—from surveying participants and company sponsors to reviewing the course’s objectives, content, and methodologies.

This in-depth approach often leads to the fine-tuning of various components and significantly improves the learning experience for successive company groups. The discovery of novel ways for participants to apply their learning also increases the impact of future courses. Moreover, the faculty’s commitment to stay informed about changes within your company, your strategic challenges, and your goals greatly contributes to the course’s long-term success.



Working
hard,
playing
hard, close
to the
friendliest
city...

Student life at UCD Smurfit School

The Campus

Located 10km south of Dublin City Centre, our dedicated and intimate campus exudes charm and character. Surrounded by 25 acres of mature parkland, the campus has an exclusive feel. The local seaside village of Blackrock is one of the most prestigious addresses in Dublin with all necessary amenities and facilities close to the campus.

Sports and Clubs

Sporting facilities at the nearby UCD Belfield campus include tennis courts, rugby and soccer pitches and a new state of the art sport and fitness centre. The UCD Sport and Fitness Centre, which opened in June 2012, includes a 150-piece gym, an Olympic size 50 metre swimming pool, a sauna, steam room, tepidarium and jacuzzi. The complex also includes a tournament-grade debating chamber, cinema and theatre. For more details visit www.ucd.ie/sportandfitness.

The School has achieved many sporting distinctions including winning the MBA world cup rugby tournament 7 times. Rugby, sailing, golf and soccer are popular pursuits amongst our students.

Students also have access to the vast array of active clubs and societies at the UCD Belfield campus.

Accommodation

There is a modern student residence at the school, comprising six bedroom apartments all ensuite with study spaces, shared kitchens and lounge areas. For further information visit www.ucd.ie/residences or email: blackrock.residence@ucd.ie

Alternatively rental accommodation is readily available in the vicinity. To search for local accommodation visit www.ucdaccommodationpad.ie.

IT Services

Our Information and Learning Technology Group (ILTG) will help you make the most of the School's IT resources including wired and wi-fi internet, available throughout the campus. Blackboard is the school's main e-learning tool used by staff and students as a central area to provide and retrieve course material, communicate announcements and undertake group work.

Facilities

UCD Smurfit School is home to Ireland's largest academic business library in the shell of a 19th century church. With 20,000 books and 5,000 theses, it extends over two floors with common areas that can accommodate 150 wi-fi users. This stunning facility is in addition to technology enhanced lecture theatres. Other campus facilities include a common room, student meeting rooms, classrooms and areas with AV and video conferencing facilities.

International Community

When you study at UCD Smurfit School you will mix with the best and brightest students from all around the world including China, France, Germany, Finland, Denmark, India, Italy, Poland, Nigeria, the UK and the US, to name just a few. In 2016, approximately half of the student body were international, representing over 50 countries worldwide.



Our UCD Business Alumni network

Connect. Reconnect. Network.

We believe that education lasts a lifetime. The friends you meet at UCD Michael Smurfit Graduate Business School will stay with you throughout your career. UCD Business Alumni helps you to keep in touch with colleagues, classmates and the wider business community. We host regular social and speaker events giving you the opportunity to learn from those who have gone before you.

Our association of Business Alumni comprises top professionals in local and international companies across a range of different industries, from Pharmaceuticals to Finance. Many contribute selflessly to the school as mentors, guest speakers, course advisors and of course recruiters!

Alumni living and working abroad are involved with our Global Chapters in key cities around the world from Boston to Beijing. Wherever you travel, UCD Smurfit School will always be close by. Our international alliances and memberships with CEMS, GNAM, PIM and PRIME link us with other leading business schools, such as Yale School of Management, LSE, INSEAD and HKUST Business School amongst others, and the business community globally.

UCD Business Alumni provides:

- A dedicated monthly e-zine "Business eConnections"
- UCD Connections annual alumni magazine
- Networking and reunion events
- An online alumni directory
- A dedicated website
- Alumni Membership Card and affinity offers
- Opportunities to build your business network through membership of our social networking communities – LinkedIn, Facebook, Twitter etc.

To learn more about UCD Business Alumni, visit www.ucd.ie/businessalumni

UCD Business Alumni Award Winners



Ciaran Murray, BComm 1982

CEO, ICON plc

UCD Quinn School Alumnus of the Year 2016



Julie O'Neill, MBA 1996

Executive Vice President, Global Operations, Alexion Pharmaceuticals

UCD Smurfit School Alumna of the Year 2016



Gordon Hardie, MBA 1994

Managing Director, BUNGE Food & Ingredients Ltd.

UCD Smurfit School Alumnus of the Year 2015



Over 70,000 alumni in over 100 countries

Smurfit MBA – “If you have what it takes you will not regret it. It’s a unique experience, it’s a very enjoyable experience, it’s hard work but you’re worth it!”

Alison Cowzer, MBA 1997, Co-Founder, East Coast Bakehouse and Managing Director, The Company of Food

Career Development and Skills

The way ahead. When you succeed, so do we.

Our graduates are in high demand; 89% of the full-time class of 2015 were in employment within 3 months of graduating from UCD Smurfit School with a further 2% in further study or training.*

To help you towards potential graduate employment, we offer a dedicated career service under the direction of trained and experienced recruitment specialists. Our Career Managers are available throughout the year for one-to-one consultations, to help you identify career opportunities and provide support to you with your career planning. Employability skills workshops are held on campus regularly. These include workshops on writing CVs, graduate applications, interview skills and creative job searching amongst others.

The Career Development and Skills team welcomes many employers and guest speakers throughout the academic year and you will be kept informed of opportunities to meet with visiting speakers from corporate organisations and recent graduates. We hold our key recruitment fairs on campus in October each year, these events are attended by leading companies such as Apple, Audi, Aviva, Bank of Ireland, Barclays Investment Bank, BNP Paribas, BNY Mellon, Central Bank of Ireland, Citi Bank, Colgate Palmolive, Danone, Diageo, Dropbox, EY, EirGrid plc, Glanbia, Goodbody stockbrokers, Kerry Group, LinkedIn, Irish Distillers Pernod Ricard, L'Oreal, Microsoft, Novartis, PwC, Ryanair, Salesforce, Tata Consultancy Services, Unilever, Volkswagen, Workday, Zurich and many more.

UCD Smurfit School's reputation for excellence has encouraged many organisations to recruit directly from our campus by advertising opportunities through our careers service.

*The data presented is expressed as a % of respondents only and not as a % of the entire surveyed population, in 2015 80% of full time students responded to our First Destinations Survey.



Admissions

Detailed information on entry requirements per course and the admissions procedure, are available on www.smurfitschool.ie

How to apply

All applications must be submitted online via our website.

Documents must be scanned and uploaded to the UCD online application system for the purpose of reviewing your application. These documents include Academic Transcripts, your current Curriculum Vitae / Resume and English Language Test Results (if applicable to you – e.g. IELTS, TOEFL). Application decisions are normally made within two weeks of receiving a complete application.

Transcript Verification

Students undertaking a programme at UCD Smurfit School who have not completed their undergraduate degree/qualification at UCD are required to present the original of their final academic transcript in person to the UCD Smurfit Admissions team in September at entry to their programme. Original certification for an English Language Test is also required. This step is part of the admissions process for the School and the University.

When to apply

Applications are assessed on a rolling basis. However, we do advise all candidates to apply as early as possible as competition for places means that some courses are filled before the start of the summer of the year of entry. The MSc in Marketing Practice has specific deadlines. Please refer to our website for further information.

Fees

For course fees please visit our website. It is important to note that tuition fees and other charges are subject to change each year (including post the first year of entry to the course).

English Language Requirements

Applicants from non-native English-speaking countries will be required to undertake a recognised English language test such as IELTS, TOEFL, Pearson and Cambridge among others. This requirement will only be waived in the situation that a student has undertaken their complete undergraduate degree in a native English speaking country (e.g. Ireland, UK, Australia, New Zealand, Canada, USA). Full details of accepted tests and minimum requirements are available on our website. Please note all accepted English language tests are valid for no longer than a period of two years once an application has been made.

Visas

If you are a student from outside the European Union (EU) you may be required to apply for a study visa to travel to and study in the Republic of Ireland. To find out if you require a visa visit www.inis.gov.ie. Only students who intend to enroll on full-time academic courses can apply for a student visa with the exception of the MSc in Innovation, Entrepreneurship and Design Part-Time. Student Visas are not approved for other part-time academic courses. Please visit the following Department of Justice website for more information, www.justice.ie. For further information that may be of interest to international students: please visit www.ucd.ie/international.

Scholarships and Funding

UCD Smurfit School is delighted to offer prospective students the opportunity to apply for a range of scholarships for the academic year 2017/2018. Details will be added to our website throughout the year.

GMAT

The GMAT is a requirement for the MBA. The test can be taken at regional centres worldwide. For more information visit www.mba.com.

Admissions Office

UCD Michael Smurfit Graduate Business School
Carysfort Avenue, Blackrock, Co Dublin
Telephone: +353 1 716 4321/8033/4302
Email: smurfit.admissions@ucd.ie

Contacts

UCD Michael Smurfit Graduate Business School
Carysfort Avenue, Blackrock, Co. Dublin, Ireland

Course/Admissions Enquiries:

Colm Small - Senior Manager, Student
Recruitment and Admissions
Carole Deering - MSc Admissions Manager
Richard Murphy - MSc Admissions Manager
Eoin Taaffe - MSc Admissions Manager
Telephone: +353 1 716 4321/8033/4302
Email: smurfit.admissions@ucd.ie

MBA

Fiona Butler
MBA Admission Manager
Telephone: +353 1 716 8862
Email: mba@ucd.ie

MSc in Management (Part-time)

Orna O'Brien
Programme Manager/Learning Support Officer
Telephone: +353 1 716 4818
Email: pt_business_master@ucd.ie

MSc in Marketing Practice

Antoinette Fennelly
Programme Manager
Telephone: +353 1 716 8910
Email: antoinette.fennelly@ucd.ie

Centre for Doctoral Research **Doctoral Studies (Business)** **MPhil (Business)**

Jane O'Mara
Programme Manager
Telephone: +353 1 716 8064
Email: jane.omara@ucd.ie

Executive Development Courses

Telephone: + 353 1 716 8889
Email: exec.dev@ucd.ie
www.smurfitschool.ie/executivedevelopment

Additional Offices

Accommodation (on campus only)

Blackrock Campus
Telephone: +353 1 716 8807
Email: blackrock.residence@ucd.ie

Student Residences (Belfield Campus)

Telephone: +353 1 716 1274
Email: residences@ucd.ie

Alumni Relations Office

Tara Collins
Director of Alumni Relations
Email: businessalumni@ucd.ie

Career Development and Skills Centre

Cathy Savage - Senior Manager
Telephone: +353 1 716 8830
Email: smurfitcareers@ucd.ie





Library and Business Information Centre


Telephone: +353 1 716 8069/4333
Email: biclib@ucd.ie

UCD Sports and Fitness Centre **(Belfield Campus)**

Telephone: +353 1 716 3800
www.ucd.ie/sportandfitness

www.smurfitschool.ie

-  www.facebook.com/smurfitschool
-  [@SmurfitSchool](https://twitter.com/SmurfitSchool)
-  www.instagram.com/ucdsmurfitschool
-  www.linkedin.com/company/michael-smurfit-graduate-school-of-business-ucd



More than
a place, it's
the people



UCD Michael Smurfit
Graduate Business School

UCD Michael Smurfit Graduate Business School
Carysfort Avenue, Blackrock, Co. Dublin

www.smurfitschool.ie

Accredited by:



A member of:



Rankings:

