TUS

Technological University of the Shannon: Midlands Midwest

Ollscoil Teicneolaíochta na Sionainne: Lár Tíre Iarthar Láir

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Dámh an Ghnó agus Fáilteachais
Faculty of Business & Hospitality

Report of Peer Review Panel

Programmatic Review

of the

Faculty of Business & Hospitality
Department of Business and Management

External Validation Visit, 17th November 2022

Contents

1.0   INTRODUCTION

This report outlines, in summary form, the proceedings of the Programmatic Review Panel for the Department of Business & Management, Faculty of Business and Hospitality, and the findings and conclusions of the External Validation Panel conducted on 17th November 2022. The external validation visit was undertaken in accordance with TUS Academic Regulations. A Programmatic Review Panel external validation panel makes an independent impartial judgement on the programmatic review and associated critical self study and proposed programme changes.

2.1   GENERAL INFORMATION

2.2   Higher Education Provider

Provider	Technological University of the Shannon: Midlands Midwest
Faculty	Faculty of Business & Hospitality
Department	Department of Business and Management
Date of Visit	17th Nov 2022

2.3   External Re-Validation Panel of Expert Assessors

Name	Affiliation
Mr. Danny Brennan (Chair)	Former Registrar LYIT
Mr. John James	TUD
Prof. Denis Harrington	SETU
Ms. Mary-Rose Stafford	MTU
Ms. Breda Dooley	Matrix Recruitment
Mr. Brendan Schutte	Catalyst Consultancy
Ms. Ellianne Feenstra	NHL Stenden

Secretary to Panel: Dr. Brendan Murphy, TUS.

2.4 TUS Staff

Name	Role
Ms. Michelle McKeon Bennett	Dean of Faculty of Business and Hospitality
Dr. Alison Sheridan	Head of Department of Business and Management
Department Staff	
Elsie Burgoyne, Marc Cashin, Emer Connolly, Eoin Conway, Mary Corrigan, Karen Costello, Miriam Croke, Tao Cui, Stephanie Duffy, Niamh Dunne, Joseph Egan, Imelda Fallon, Luke Fannon, Gillian Geraghty, Karen Guest, Pearce Harney-Nolan, Eoin Heffernan, David Holland, Alison Hough, Imelda Cooke, Henry Joyce, Aisling Keenan, Mary Loonam, Cormac McCarthy, Brendan McLarney, William Meaney, Peter Meehan, Louise Murray, Jarlath Nolan, Audrey O'Beirne-Cleary, Orla O'Byrne, Doireann O'Callaghan, Sinead O'Connell, Thomas O'Donoghue, Teresa O'Hara, Dermot O'Leary; Barry O'Loughlin, Paul O'Meara, Terry O'Neill,, Martin O'Rourke, Jason Palframan, Eugene Pettit, Paul Prendergast, Linda Reidy, Seamus Ryan, Daniel Seery, Claire Shaw, Noel Tierney, Brian Toolan, Elaine Walsh, Geraldine Ward.	

2.5 Employers/Industry & Alumni Representatives

Representative	Affiliation
Derek Hennessy	Athlone Credit Union
Miriam Doolan	Teleflex
Fiona Murphy	RBK
Ursula Gilleran	NPD
Mary Gaffey	DPD
Ciara Comerford	Graduate Bachelor of Business Honours
Sarah Lee	Graduate Bus and Law

Laura Carroll	Graduate Bachelor of Business Hons in Digital Marketing
Cathal Slevin,	MBS
Dayna McCallion	Graduate Business & Law
Fiona Callaghan,	MBS
Ava McManus	Graduate Bachelor of Business Honours

2.6 Current Student Representatives

Name	Programme
Christopher Kearns	MSc in Digital Marketing Year 5
Dara Lenihan	Bachelor of Business in Digital Marketing Year 4
Moriah Mohammed	Bachelor of Business and Law Year 2
Kate Lyons	Bachelor of Business and Law Year 2
Richard Sweetnam	Bachelor of Business Ab Initio Year 3
Mohamad Abo Haileh	Bachelor of Business Ab Initio Year 3
Megan Lynn	Bachelor of Business Ab Initio Year 4
Siobhan Doolan	Bachelor of Business Ab Initio Year 4
Amber Murphy	Bachelor of Business and Law Year 4
Reda Jouaibi	PhD Student
Craig McDonnell	Higher Cert in Business year 1
Nicole Flynn	Bachelor of Business in Digital Marketing (L7) year 1
Krishna Browne	Bachelor of Business ab initio (level 7) year 1
Maham Farooq	Bachelor of Business Year 3 add-on

3.1 FINDINGS AND RECOMMENDATIONS OF EXTERNAL VALIDATION PANEL

3.2 Main Findings

The External Validation Panel of Assessors recommends reapproval of the following programmes in the *Department of Business and Management* subject to the conditions recommendations as specified in Sections 3.2 and 3.3.

Business Suite of Programmes

Bachelor of Business in Business (Honours) (Level 8 ab-initio)
Bachelor of Business in Business (Honours) (Level 8 Add-on)
Bachelor of Business in Business (Level 7 Ab-initio)
Bachelor of Business in Business (Level 7 Add-on)
Higher Certificate in Business in Business (Level 6)

Bachelor of Business (Honours) in International Business (Level 8 ab-initio)
Bachelor of Business in International Business (Level 7 ab-initio)
Higher Certificate in Business in International Business
Bachelor of Business in International Business (Level 7 add-on)

Master of Business in Business
Postgraduate Diploma in Business in Business

Higher Diploma in Business in Business
Higher Diploma in Business in Leadership

Bachelor of Business and Law Suite of Programmes

Bachelor of Business (Honours) in Business and Law (Level 8 Ab-initio)
Bachelor of Business in Business and Legal Studies (Level 7 Ab initio)

Digital Marketing Suite of Programmes

Bachelor of Business (Honours) in Digital Marketing (Level 8 Ab-initio)

Bachelor of Business (Honours) in Digital Marketing (Level 8 Ab-initio)

Bachelor of Business in Digital Marketing (Level 7 Ab-initio)

Bachelor of Business in Digital Marketing (Level 7 Add-on)

Higher Certificate in Business in Digital Marketing (Level 6)

Master of Science in Digital Marketing (Level 9)

Postgraduate Diploma in Science in Digital Marketing (Level 9)

Special Purpose Awards

Certificate in Business in Digital Technology and Design (Level 9, 10 ECTS Credits)

Certificate in Business in Social Media Marketing and Digital Advertising (Level 9, 10 ECTS Credits)

3.3 Conditions

1. Develop a strategy at Departmental level, aligned with the TUS Strategic Plan when available, that sets out a coherent set of strategic priorities to provide further clarity of vision and mission and support innovation, delivery and resourcing including development of research capacity. Develop an interim action plan for this.

2. Review the learning outcomes used across the programme suite to ensure that they are specified at the appropriate NFQ level and use measurable active verbs (e.g. some learning outcomes at L9 are specified as 'the learner will understand').

3.4 Recommendations

1. Add actions as appropriate across the specified strategic pillars identified in the SER to provide consistency across all.

2. Make more explicit and overt throughout the programme suite the learning content relating to the following key areas:
   - sustainability and climate change;
   - equality, diversity and inclusion;
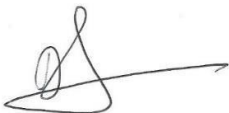   - ethics.

   Include in learning outcomes, indicative content and assessment where appropriate.

3. Give further visibility and emphasis across the curriculum to the development of soft skills including dealing with people, emotional intelligence, team work, professional practice and communication. Represent this with appropriate learning outcomes and assessment strategies at module level across the curricula.

4. Consider how relevant learning content relating to IT could be incorporated across the programme suite.

5. Consider diversifying the assessments, where appropriate, for modules where the assessment strategy is traditional and heavily weighted to Final Exam – the programmes would benefit from further diversification in that context.

6. Develop a strategy to encourage and support Staff to attain accredited CPD in Teaching and Learning. This could support an overall strategy to promote innovation in teaching, learning and assessment.

7. Consider further Work Based Learning opportunities for the programmes that do not contain a Workplacement as presented. Further consider how employers and students can be supported before and during Placement and develop guidance and training as appropriate.

8. Include reference to how the feedback from External Examiners is fed forward into annual review/changes and the programmatic review process. This, in conjunction with other feedback, should be used to inform continuous updating to ensure relevance and currency of module content and delivery modes.

9. The SER would benefit from reference to the outcomes of the previous programmatic review to link forward across the life cycle of the programme suite.

10. Include more hard statistics on retention trends in the SER to support the narrative around retention strategies. An action plan to support retention should be developed by the Department.

11. Ensure that adequate programme information is available and communicated to students including in a comprehensive Programme Handbook.

12. Review the programme documentation to ensure that both the award and programme titles are specified in the formal curriculum and consistently cross referenced in the SER (e.g. Bachelor of Business in Business).

13. Correct a discrepancy in the *Bachelor of Business in Legal* Studies Semester 3, Assessment strategy summary to align with the parent programme.

14. Ensure that there are adequate learning resources to cater for the evolving needs of the Digital Marketing suite of programmes including up to date software, hardware, and recording infrastructure.

15. Clarify that the list of competencies in the Digital Marketing SER relate to Graduate Attributes.

16. Ensure that there is engagement and involvement of external partners, guest lecturers and other specialists to give currency and relevance to inform and guide the programme content. Consider how industry can be engaged in co-creating and co-delivering programme content.

17. Consider, at an institutional and faculty level, how alumni can be further supported and engaged.

3.5   Commendations and Observations

1. The panel commend the leadership of the Faculty and Department and the collegiate engagement evident. The panel noted the enthusiasm and commitment of the team has taken the Faculty to a new Level.

2. The panel is impressed with the quality and depth of the self-evaluation undertaken and how this was used to inform the programme revisions.

3. The panel commends the comprehensive programme documentation which was well structured and presented in an accessible manner.

4. The panel commends the connectivity with industry evident throughout the programme suite and noted that this came across very strong.

5. The panel commends the student centric approach evident in the department ethos and noted the ongoing efforts to support retention.

6. The panel commends the programme teams for the active participation and strong engagement with the panel during the revalidation event and noted that it was very impressive.

Signature of Chairperson

Date: 10/05/2023