



TUS

**Technological University of the Shannon:
Midlands Midwest**
Ollscoil Teicneolaíochta na Sionainne:
Lár Tíre Iarthar Láir

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Technological University of the Shannon Midlands-Midwest

Faculty of Business and Hospitality

Department of Business and Management

Report of External Panel Validation

External Validation Visit, 8th May 2024

for the

Master of Science in Leadership

With Embedded Awards

Post Graduate Diploma in Science in Leadership

Post Graduate Certificate in Science in Leadership

1.0 INTRODUCTION

This report outlines, in summary form, the proceedings and finding of the External Validation Panel visit for the proposed:

Master of Science in Leadership

And Embedded Awards:

Post Graduate Diploma in Science in Leadership

Post Graduate Certificate in Science in Leadership

held on 8th May 2024. The validation was undertaken in accordance with TUS Academic Regulations for the development of taught programmes. An external validation panel makes an independent impartial judgement on a programme proposal.

2.0 GENERAL INFORMATION

2.1 Higher Education Provider

Institute: Technological University of the Shannon
Faculty: Business and Hospitality
Department: Business and Management
Date of Visit: 8th May 2024

2.2 Programmes Evaluated

Programme Title	Masters of Science in Leadership
Award Title	Masters of Science in Leadership
NFQ	Level 9
ECTS	90 ECTS
Delivery Mode	Full Time, Part time, Blended
Duration	12 months
Proposed Starting Date	September 2024
Contact	Dr Alison Sheridan

Programme Title	Post Graduate Diploma in Science in Leadership
Award Title	Post Graduate Diploma in Science in Leadership
NFQ	Level 9
ECTS	60 ECTS
Delivery Mode	Full Time, Part time, Blended
Duration	12 months
Proposed Starting Date	September 2024
Contact	Dr Alison Sheridan

Programme Title	Post Graduate Certificate in Science in Leadership
Award Title	Post Graduate Certificate in Science in Leadership
NFQ	Level 9
ECTS	30 ECTS
Delivery Mode	Full Time, Part time, Blended
Duration	12 months
Proposed Starting Date	September 2024
Contact	Dr Alison Sheridan

2.3 External Validation Panel of Expert Assessors

Gerard O'Donovan	Head of Faculty of Business and Humanities	Munster Technological University Chairperson to Panel
Dr Joseph Fitzgerald	Head of Strategy & Leadership Programme Co-Ordinator Business & Management; Business & Law	Technological University Dublin
Dr Michael Barrett	Head of School of Business & Social Sciences,	Atlantic Technological University
Dawn Reeves	Talent & L&D Manager	AXA Partners
David O'Grady	Founder & Leadership Coach	David O'Grady Coaching
Sarah O'Toole	Regional Tertiary Education Manager	Secretary to Panel

2.4 TUS Staff

Professor Vincent Cunnane	President of TUS
Dr Terry Twomey	VP Academic Affairs and Registrar
Dr Michael Tobin	Interim Dean of Faculty of Business & Hospitality
Dr Alison Sheridan	Head of Department of Business and Management
Programme Team:	
Prof. Marc Cashin, Stephanie Duffy, Peter Meehan, Claire Callagy, Dr Teresa O'Hara,	

3.0 FINDINGS AND RECOMMENDATIONS OF EXTERNAL PANEL OF EXPERT ASSESSORS

3.1 Main Findings

The External Validation Panel of Assessors recommends approval of the proposed programme and associated embedded awards:

Master of Science in Leadership

And Embedded Awards:

Post Graduate Diploma in Science in Leadership

Post Graduate Certificate in Science in Leadership

3.2 Conditions

No conditions apply.

3.3 Recommendations

1. Consider how management skills will be incorporated into the programme to ensure students have the opportunity to implement key management skills over the duration of the programme.
2. Consider how AI tools can be effectively utilised by students and how these tools can be constructively leveraged as an enabler for students in their roles in industry.
3. Consider having an in person induction for the programme to enable social engagement and consider incorporating a psychometric workshop as part of this induction.
4. Consider industry engagement and the use of in-person workshops with leaders from different sectors/alumni to allow students discuss with ask direct questions.
5. The research question as part of the applied research module should start before the final semester and the process be explicitly stated in the programme documentation.
6. As part of assessment design be mindful of ensuring that academic integrity is adhered to when the learning outcomes are being assessed e.g. Turn-it-in, highly applied assessments and personalised learning.

7. Consider how best to leverage the expertise and applied nature of the programme and staff expertise in the promotion of programmes.
8. Consider the framing of leadership transitions from IC to Leading Others to Leading Leaders (mindset, time application, skills).
9. Consider a leadership series which would be relevant to all programmes and afford learners the opportunity to engage and ask direct questions to industry leaders, allowing them to put the theory from class into practice.
10. Consider setting up an industry advisory panel including Alumni to ensure the programmes stay relevant and update date with developments in industry.
11. Consider offering a coaching workshop/session on a one-to-one basis for students and how this can be incorporated into the curriculum.
12. Review the indicative content across all modules to ensure consistency in relation to the detail of content.
13. Consider required and recommended resources and be explicit in what is required. An overview of required resources could be incorporated into the induction programme e.g. book is required.
14. Review and expand each of the bullet points under indicative content in the module *Organisational Development and Change*.
15. Review the title of the module *Dynamic Leadership: Navigating Modern Challenges* and consider a title change to Navigating Leadership Landscapes.
16. Within the module *Dynamic Leadership: Navigating Modern Challenges*, learning outcome 2 needs to have a leadership focus/context.
17. Within the module *Dynamic Leadership: Navigating Modern Challenges* under the indicative syllabus topic, Leading Sustainability add a topic on financial understanding and considerations for environment sustainability.
18. Review and expand for each of the bullet points under indicative content in the module Inclusive Leadership. Also include EDI as part of the indicative content for this module.
19. Consider what professional exemptions learners might be entitled to after completion e.g. CIPD.
20. Consider how the programmes could be promoted to wider community-based organisations.

3.4 Commendations and Observations

1. The panel appreciated the detailed discussions and clarifications provided by the programme team.
2. The panel commends the quality of the programme submission and documentation and noted its comprehensive and detailed nature.
3. The panel commends the positive and collegiate engagement of the programme team during the validation sessions and their passion for the discipline area.
4. The panel commends the President and Dean of Faculty of Business & Hospitality for attending and engaging in the validation process and supporting the programme team.
5. The panel commends the programme team for their engagement with industry and feedback to inform the current programmes.



Signature of Chairperson

Date: 17/05/2024