

National College of Ireland

**Certificate in Service Learning, Special Purpose Award, Level 7, 10 ECTS
MSc in Entrepreneurship
MSc in International Business**

1 Panel of Experts Report..... 2
2 Programme Team Response 13
3 Programme Schedules 23
 3.1 Certificate in Service Learning 23
 3.2 MSc in Entrepreneurship..... 24
 3.3 MSc in International Business..... 26
4 NCI Memo on Context of Validation 29

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	1 of 29

1 Panel of Experts Report

PANEL OF EXPERTS' REPORT

PART I: PREAMBLE

1.1 DETAILS OF VALIDATION EVENT

PROVIDER	National College of Ireland
DATE OF VISIT	8 th May 2013
PROGRAMME(S) EVALUATED	MSc in Entrepreneurship MSc in International Business Certificate in Service Learning, Special Purpose Award, Level 7, 10 ECTS
PROGRAMME RECOMMENDED FOR APPROVAL	MSc in Entrepreneurship MSc in International Business Certificate in Service Learning, Special Purpose Award, Level 7, 10 ECTS
PANEL OF EXPERTS	Dr. Josephine Browne (Chair), Head of Faculty of Enterprise and Humanities Dr. Naomi Birdthistle, Lecturer, University of Limerick Dr. Ray Griffin, Lecturer, Waterford Institute of Technology Dr. Breda Kenny Sheehan, Cork IT, Vice President Ireland, European Council for Small Business & Entrepreneurship Mr. John O'Dea, High Performance Start Ups, Enterprise Ireland. <i>In attendance:</i> Sinéad O'Sullivan, Director of Quality Assurance & Statistical Services, NCI (<i>Rapporteur</i>)

1.2 SUMMARY

The Expert Panel, having reviewed the documentation presented by NCI and considered the responses of the programme team during the course of the site visit; recommend approval of the following programmes

Certificate in Service learning without recommendation or condition
MSc in Entrepreneurship with thirteen (13) conditions and six (6) recommendations
MSc in International Business with seven (7) conditions and five (5) recommendations

1.3 CONTEXT

This validation process was undertaken with the agreement of QQI under HETAC's policy for the devolution of responsibility for validation sub processes which is outlined in Core Validation Policy & Criteria 2010 (p15). The devolution of responsibility for validation sub processes (DRSVP) at National College of Ireland applies to taught programmes up to level 9 of the National Framework of Qualifications that are developed and delivered solely by NCI within the jurisdiction of the Republic of Ireland. Programme disciplines are restricted to Business and Computing and programmes validated using this process are currently agreed with QQI on a case by case basis.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	2 of 29

On agreement with QQI, the validation event proceeded without receipt of a desk review report. The panel members were nominated by NCI using criteria agreed with QQI.

A representative of the Quality Assurance & Statistical Services (QASS) Office co-ordinated provision of submission documentation and the validation event. It provided administrative support to the panel during the event as rapporteur. This representative was not a member of the panel nor did she take part in the deliberations of the panel.

The QASS office acted as liaison between the panel and the programme team members in relation to the issuing of the panel's report and the programme team's response to that report.

This report is the agreed report of the panel members.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	3 of 29

PART II: REPORT OF PANEL OF EXPERTS

2.1 INTRODUCTION

The National College of Ireland (NCI) has two schools – Business and Computing. Both schools provide a range of education programmes which are accredited by HETAC and FETAC. Its core activity centres on human resource management and industrial relations. The college has a diverse learner profile of approximately 3,000 learners. Of these, more than 50% are part-time.

The programme submission documents and the programme teams' self-evaluation of the programmes were made available to the panel. A desk review report had not been received from QQI.

2.2 EXAMINATION OF PROGRAMMES

The panel met with staff of NCI involved in the design of the programme, to examine the programme submission against the criteria for the validation of programmes as stipulated by the Council. In this regard, the HETAC's *Core Validation Policy and Criteria, 2010* was used by the Panel. The M.Sc in Entrepreneurship and the M.Sc in International Business, Level 9, were evaluated against the HETAC Business Standards for Level 9 Awards.

2.2.1 DEVELOPMENT AND PUBLICATION OF EXPLICIT INTENDED LEARNING OUTCOMES

The programme submission documents, together with the outcome of discussions with NCI staff articulated the target learners' prerequisite learning and any other relevant assumptions about programme participants. This discussion articulated a clearer rationale for programme learning outcomes and clarified some issues arising from the programme documentation. This articulation was viewed by the panel as critical for both the Entrepreneurship and International Business proposed 'spines' of both proposed programmes. Notwithstanding this, the panel also had some concerns regarding the programme learning outcomes as expressed in the documentation against the national qualifications framework HETAC/QQI programme learning outcomes for Level 9 and made specific to the award title. A concern of the panel is that the HETAC/QQI guidelines on entrepreneurship and enterprise need to be made more explicit in the documentation and in its programme and module learning outcomes. Specifically the panel expressed the view that the learning outcomes in the centre column need to be differentiated and made specific to (a) entrepreneurship and (b) international business. The panel strongly believed that the programme on entrepreneurship lacked focus on the small firm and enterprise growth; the panel also felt the modules were not tailored for the small firm/entrepreneur and that finance needed to be strengthened in the M.Sc. in Entrepreneurship. The panel also expressed the view that the document did not reflect the teaching methodologies.

2.2.2 PROGRAMME CONTENT AND LEARNING ENVIRONMENT

The Panel was satisfied that the programme team and a panel of guest lecturers was competent to enable learners to achieve the intended programme learning outcomes and to assess their achievements, in accordance with HETAC's *Assessment and Standards 2009*.

The NCI Vice President, Dean of School and Registrar outlined how that the programmes was developed, the planned intake, resources, and delivery model.

The panel noted a deficit in entrepreneurial experience in the c.vs and were advised that this deficit was made up with the use of practising entrepreneurs as guest lecturers.

The panel heard how the College intended the two new proposed Level 9 programmes to be part/attached to a common 'spine' with the existing M.Sc. in Management.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	4 of 29

The panel heard the rationale for block delivery and expressed concern at the possibility of students being disadvantaged in undertaking continuous assessment projects without receiving relevant information from modules to be delivered later in the block model. The panel also raised the issue of module delivery and assessment in the same block and expressed concern that the block model was not explained in how it was best exploited as per the internal panel's recommendation.

The Dean advised the panel this structure allows students to 'dip in and dip out' to suit the student needs.

The panel felt the programme learning outcomes for the M.Sc in Entrepreneurship and the M.Sc in International Business required re-writing and required to be mapped to the NFQ framework for Level 9. The Dean advised the panel that the learning outcomes deal with the same competencies across all the post graduate programmes.

The panel also felt a draft sample programme and module assessment strategy be produced for both programmes. The Panel reviewed the programme content including reading lists for both programmes and sought clarification on a number of issues.

It was also noted that the programmes will be delivered in the main NCI campus, in full-time and part-time modes. The panel noted the Incubation Centre on site and that both programmes could have linkages with the Centre, particularly the M.Sc in Entrepreneurship. The panel heard the incubation centre consists mainly of 'spin ins' rather than 'spin outs'. The panel noted the inclusion of the Simulation Game module and congratulated the team on this inclusion.

2.2.3 ENABLING THE ACHIEVEMENT OF THE INTENDED PROGRAMME LEARNING OUTCOMES

The Panel noted the need for a programme and module assessment strategy and requested the programme development team develop a draft sample strategy which would enhance the overall management and delivery of the programmes.

2.2.4 ACTIONS AND PROCEDURES FOR ACCESS, TRANSFER AND PROGRESSION FOR LEARNERS

The Panel was satisfied that the procedures for access, transfer and progression are consistent with national policy. The panel heard of the 'bridging programme' to be provided for non business applicants, covering the foundations of economics, finance and law.

The programme's use of *ECTS* (credit) and provisions for Recognition of Prior Learning (RPL) is consistent with HETAC's *Assessment and Standards 2009* and with relevant national policy including:

- i. NQAP's *Principles and Operational Guidelines for the Implementation of a National Approach to Credit in Irish Higher Education and Training 2006*
- ii. NQAP's *Principles and Operational Guidelines for the Recognition of Prior Learning in Further and Higher Education and Training 2005*

2.2.5 EDUCATION AND TRAINING NEEDS

The Panel was satisfied with the evidence provided that the College's staff training and development will ensure the staff have the knowledge, skills and competence to deliver the programmes and the panel of guest/visiting lecturers will further enhance the programme delivery and meet the target learners' education and training needs.

2.2.6 PROGRAMME VIABILITY

The Panel was satisfied that the programme is consistent with the provider's mission and strategy. The panel heard the projections for student intake over a 5 year period. The panel were also presented with the information on the potential market for the programmes. Furthermore, it noted that the provider had presented a viable delivery/business-plan for the programme. The panel noted the information

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	5 of 29

used to develop the rationale for the programme had its origins in the 2009 Programmatic Review including the debates on the economy at that time. The panel is of the view that a market analysis needs to be carried out with key stakeholders with regard to demand, profile of applicant, societal and economic demand including primary research.

2.2.7 LEARNER PROTECTION

NCI's policy is that once a programme has commenced, the programme will be completed for all learners enrolled. NCI is currently in the process of arranging learner protection to allow learners to transfer to other institutions for all of its programmes as it was not previously subject to this legislation as a not-for-profit organisation. Until these arrangements are in place, NCI will place sufficient funds in a blocked account to allow refund of all fees as required as required by the Qualifications & Quality Assurance Act 2012, 65(4b), for each cohort of this programme submitted for validation until the cohort has completed its study programme and assessment or until such time as an agreement is made with two alternative providers to allow learners to transfer to a similar programme. This policy is subject to the approval of QQI.

2.2.8 ASSESSMENT OF LEARNERS

The panel heard that modules would be delivered and assessed in the same block. The panel expressed concern at the possibility of students being disadvantaged in undertaking continuous assessment projects without receiving relevant information from modules to be delivered later in the block model. The panel also raised the issue of module delivery and assessment in the same block. The panel heard this delivery model allows students to 'dip in and dip out' to suit the student needs.

The panel requested that a draft/sample programme and module assessment strategy be developed for both programmes to be consistent with HETAC's *Assessment and Standards 2009*. The panel heard that there that there were no integrated assessments in either programme. The programme team advised that students did not like this form of assessment.

2.2.9 QUALITY ASSURANCE ARRANGEMENTS

The panel heard how the submission had been developed, including provision for on-going monitoring of the achievement of the programme's objectives. The panel noted that programme learning outcomes should be re-written for both programed and mapped to HETAC/QQI Level 9 outcomes and the language used should reflect Level 9 descriptors and made specific to the award title. .

The programme team have responsibility for ensuring that the academic processes within the School of Business accord to wider NCI quality procedures which are agreed with HETAC/QQI.

2.2.10 ETHICS

It is expected that providers will have procedures in place to ensure that any teaching and learning or research activity at any level shall be conducted in a manner that is morally and professionally ethical. The panel was satisfied that this requirement has been met in respect of the proposed programme.

2.2.11 PROGRAMME TITLES AND AWARD TITLES

The Panel heard the rationale for the programme titles and accepted the programme titles as proposed as being appropriate. The panel were advised that NCI had extensive discussions with HETC on this subject and accepted NCI rationale for the award titles.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	6 of 29

PART III: RECOMMENDATION/COMMENT

FOR THE ATTENTION OF THE ACADEMIC COMMITTEE

The panel of experts recommend the validation of the following programmes:

NFQ Level	<i>Level 7</i>
Programme Title	<i>Certificate in Service Learning</i>
ECTS	<i>10 ECTS</i>
Award Type	<i>Special Purpose Award</i>

for the purposes of the award of:

Subject to:

QQI's general conditions of approval under Section 84 Transition and Savings Provision, 2012 Act

3.1 Conditions

None

3.2 Recommendations

None

NFQ Level	<i>Level 9</i>
Programme Title	<i>MSc in Entrepreneurship</i>
ECTS	<i>90 ECTS</i>
Award Type	<i>Major Award</i>

for the purposes of the award of:

Subject to:

QQI's general conditions of approval under Section 84 Transition and Savings Provision, 2012 Act

3.3 Conditions

- C1. The learning outcomes to be mapped to the QQI/HETAC guidelines for Entrepreneurship.
- C2. The learning outcomes to be mapped and made specific to the award title (M.Sc Entrepreneurship).
- C3. An assessment strategy to be explicit for the programme (programme and module strategy).
- C4. Repeat mechanisms: To be explicit for the modules and addressed in the assessment strategy.
- C5. To specify the self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.
- C6. **Enterprise Management:**
 - i. Syllabus to be revised to reflect contemporary thinking, e.g. lean start up philosophy,
 - ii. Content to be tailored for entrepreneurship students.
- C7. **Commercial Law:**
 - i. Syllabus to be revised to include legal issues for new enterprises (e.g. patents, non disclosure agreements, MOUs, new Irish company legislation).

C8. **Strategic Marketing:**

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	7 of 29

- i. Syllabus to be revised. Module objectives to reflect a focus on start ups, growing entrepreneurial firm. Syllabus to include relationship marketing.

C9. Managing the Organisation:

- i. Syllabus to be revised to reflect contemporary management thinking.

C10. Management of Innovation and Technology

- i. Syllabus to be revised to include commercialisation, I.P., Technology transfer. To revisit assessment method.

C11. Enterprise Simulation Game.

Syllabus to be revised.

- i. To clarify delivery mode.
- ii. To clarify group size
- iii. To achieve consistency across other programmes (e.g. ECTS).
- iv. Repeat mechanism to be clarified and the student needs to be considered* (see note below).
- v. To either be consistent or justify the differential in the module description.**

C12. Research Methods

Syllabus to be revised

- i. To specify the proposal to be developed within specialism e.g. international business or entrepreneurship.
- ii. To include international business research.
- iii. To clarify the repeat mechanism in the 2nd semester and include on course outline.

C13. M.Sc Entrepreneurship – ‘catch all’ condition.

- i. Programme team to demonstrate in the modules where the following topics will be addressed:
 - Growth strategies
 - Selling
 - Internationalisation
 - Project management
 - Team management and conflict
 - Financing
 - Feasibility testing
 - Creativity.

The inclusion of these topics must be definitive.

3.5 Recommendations

- R1. To carry out a market analysis with key stakeholders with regard to demand for the programme, profile of potential applicants, societal and economic demand responding to and unique to institutional characteristics of NCI.
- R2. A programme of guest lecturers to be identified and to be reflected in programme documentation (e.g. in the case of the M.Sc Entrepreneurship a linkage to the Innovation Centre)
- R3. Academic leader to take sole responsibility for the Masters programme and their commitment to the Institution should be specified (e.g. contract in place).
- R4. Delivery model – Block model -: To consider how best to exploit this model, as per the internal panel’s recommendation.
- R5. Specify self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	8 of 29

R6. To include Brian O’Kane’s book on the Enterprise Management reading list.

*Note for clarification: This module is on the MBA programme with a pre-requisite and is delivered over 5 days. However the proposed module is delivered over 3 weeks and has no pre-requisite .

**This module is also on the MBA programme but has differences in terms of pre-requisites and delivery mode. This needs to be consistent or design a syllabus which reflects the differences in the module.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	9 of 29

The panel of experts recommend the validation of the following programmes:

NFQ Level	<i>Level 9</i>
Programme Title	<i>MSc in International Business</i>
ECTS	<i>90 ECTS</i>
Award Type	<i>Major Award</i>

for the purposes of the award of:

Subject to:

QQI's general conditions of approval under Section 84 Transition and Savings Provision, 2012 Act

3.7 Conditions

- C1. The learning outcomes to be mapped to the QQI guidelines.
- C2. The learning outcomes to be mapped and made specific to the award title (M.Sc. International Business).
- C3. An assessment strategy to be explicit for the programme (programme and module strategy).
- C4. Repeat mechanisms: To be explicit for the modules and addressed in the assessment strategy.
- C5. To specify the self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.
- C6. Reading lists across all modules to reflect actual practice (web links, journals) and less text books.

C7. International Business

- Syllabus to be revised.
- To clarify delivery mode.
- To clarify group size
- To achieve consistency across other programmes (e.g. ECTS).
- Repeat mechanism to be clarified.
- To either be consistent or justify the differential in the module description.
- Revisions to include: Irish context of International Business e.g. F.D.I., Subsidiary management, born global.

C8. Economics for Management:

Syllabus to be revised.
 To reflect an international context
 Greater emphasis on the BRIC economies and other emerging economies.
 Less emphasis on micro economics.

3.8 Recommendations

- (a) To carry out a market analysis with key stakeholders with regard to demand for the programme, profile of potential applicants, societal and economic demand responding to and unique to institutional characteristics of NCI.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	10 of 29

- (b) A programme of guest lecturers to be identified to be reflected in programme document,
- (c) Academic leader to take sole responsibility for the programme and their commitment to the Institution should be specified (e.g. contract in place).
- (d) Delivery model – Block model -: To consider how best to exploit this model, as per the internal panel’s recommendation.
- (e) Specify self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.

VERSION FOR QI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	11 of 29

APPENDIX

LIST OF COLLEGE STAFF MET DURING THE COURSE OF SITE VISIT

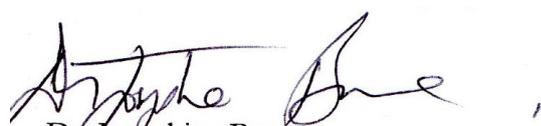
Prof. Jimmy Hill, Vice President, Academic & Administration
 Mr John McGarrigle, Registrar
 Dr. Colette Darcy, Vice Dean, Postgraduate Studies & Research, School of Business
 Mr. Colin Whitson, Vice Dean, Undergraduate Programmes, School of Business

NCI Academic Team

M.Sc in Entrepreneurship	M.Sc. in International Business
Dr. Philip McGovern Juliana McDonnell Eva Perez Karen Murray, BL Dr Colette Darcy Fabian Armendariz Ciaran Hayden Dr. Garvan Whelan Colin Whitson Michael Nelson	Fabian Armendariz Dr. Philip McGovern Eva Perez Dr. Colette Darcy Dr. Paul Hanly Dr. Garvan Whelan Juliana McDonnell Eva Perez Karen Murray, BL Colin Whitson Michael Nelson, Ciaran Hayden

Reaction of the Panel to the Programme Team Response

I have read the amended submission documents and I can state that they conform to all the conditions made by the panel.
 Therefore I recommend this programme for validation to QQI.


 Dr. Josephine Browne
 Chair
 26/6/2013

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	12 of 29

2 Programme Team Response

Dr. Josephine Browne
 Head of the Faculty of Enterprise and Humanities
 Institute of Art, Design & Technology
 Kill Avenue,
 Dun Laoghaire, Co. Dublin

4th June 2013

Dear Josephine

I refer to the panel report for the MSc in Entrepreneurship & MSc in International Business which were evaluated on Wednesday 28th May 2013. The Programme Team has considered the report and its response to the conditions & recommendations made are laid out in the table below. These changes are reflected in the accompanying revised programme documents.

MSc in Entrepreneurship

Conditions		Programme Team Response
1	The learning outcomes to be mapped to the QQI Enterprise guidelines	<p>The Programme Team has reviewed the Enterprise and Entrepreneurship Education guidelines issued by HETAC (2012).</p> <p>The programme learning outcomes outlined on page 13 encapsulate the outcomes from entrepreneurial learning detailed in Section 3 of Enterprise and Entrepreneurship Education guidelines issued by HETAC (2012).</p> <p>These are captured under themes details the aforementioned report namely;</p> <ul style="list-style-type: none"> • Entrepreneurial behaviour, attitude and skill development • Creating empathy with the entrepreneurial life world • Key entrepreneurial values • Motivation to entrepreneurial career • Understanding of processes, business entry and tasks • Generic entrepreneurship competencies • Key minimum business 'how-to' • Managing relationships <p>The programme team have now explicitly incorporated these learning outcomes into the minimum intended programme learning outcomes grid as outlined below.</p>
2	The learning outcomes to be mapped and made specific to the award title	The learning outcomes for the MSc Entrepreneurship have been mapped specifically to the award title of MSc Entrepreneurship while also taking account of the HETAC Enterprise and Entrepreneurship Education guidelines. (Section 6.1.3)
3	An assessment strategy to be explicit for both programmes	Teaching and learning strategies has been revised to explicitly focus on the MSc Entrepreneurship 6.4.1.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	13 of 29

Conditions		Programme Team Response
	(programme and module strategy)	A similar exercise has been completed in relation to the MSc International Business
4	Repeat Mechanisms: To be explicit for the modules and addressed in the assessment strategy	Each module now contains an explicit repeat mechanism strategy and each programme also now addresses this in the Teaching and Assessment Strategy section.
5	To specify the self-directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form	Independent learning hours are captured in each of the individual module descriptors in the table introducing each module. In addition an overview of the independent learning hours and the contact hours is provided in the Proposed Programme Schedule on page 1. Finally each module now includes a narrative providing a guideline as to how these independent hours will be utilised.
6	Enterprise Management Syllabus to be revised to reflect contemporary thinking, e.g. lean start up philosophy, content to be tailored for entrepreneur student.	The syllabus has been revised in line with the panel's condition relating to lean start up philosophy. Specifically the module has been revised in the Module Objectives section 7.1.2 and in the Module Curriculum 7.1.3 in the section Entrepreneurship in the New Millennium and the Entrepreneurial Revolution. The content in the remainder of the module is targeted specifically at the entrepreneurial student as evidenced by the assessment strategy and the teaching methodology employed. A repeat assessment strategy has been explicitly outlined in the section on assessment 7.1.7. <i>Prof. Jimmy Hill</i>
7	Commercial Law Syllabus to be revised to include legal issues for new enterprises (e.g. patents, non-disclosure agreements, MOU's, new Irish company legislation).	<i>Patents:</i> This requirement was already expressly stated on the module descriptor under the heading 'intellectual property law'. <i>Non-disclosure agreement:</i> This is typically covered under breach of confidence but it has been inserted for added clarity. <i>Memorandum of understanding:</i> This is typically covered in the law of contract but it has been expressly inserted for added clarity. <i>New Irish company legislation:</i> The term 'reform of companies legislation' has been inserted into the module descriptor as the Companies Bill 2012 has yet to be passed into law. Once the legislation is passed, the new Act will be taught in lectures. <i>Karen Murray B.L.</i>
8	Strategic Marketing Syllabus to be revised. Module objectives to reflect to focus on start-ups, growing entrepreneurial firm. Syllabus to include relationship marketing.	Two new topics have been added to the curriculum to reflect the panel's comments. They are; <ul style="list-style-type: none"> Marketing in the context of SME's Marketing in the context of start-up's In addition a new prescribed Irish text with an international flavour has been included to reflect this update namely; De Burca, S., Fletcher, R. & Brown, L. (2004) International Marketing: An SME Perspective, Pearson Education, London <i>Prof. Jimmy Hill</i>
9	Managing the Organisation	The content has been modified and now includes

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	14 of 29

Conditions		Programme Team Response
	Syllabus to be revised to reflect contemporary management thinking.	content covering System's Theory and Complexity Theory. The module assessment strategy has also been clarified and further detail provided. <i>Dr Philip McGovern</i>
10	Management of Innovation and Technology Syllabus to be revised to include commercialisation, IP, Technology transfer. To revisit assessment method.	Syllabus revised as suggested by the panel and now includes content which now addresses the following areas; Commercialisation, IP and Technology Transfer. In addition the role of the state sector in terms of funding agencies has been added to the curriculum. The assessment methodology has been revised to be more explicit in nature and content. <i>Dr Philip McGovern</i>
11	Enterprise Simulation Game Syllabus to be revised to clarify delivery mode & to clarify group size. To achieve consistency across other programmes (eg ECTS). Repeat mechanism to be clarified. To either be consistent or justify the differential in the module description.	The delivery mode for this module has now been explicitly outlined in the module descriptor. The group size is also made explicit with groups no larger than 3 allowable. The ECTS credits are 10 for this module which is consistent with other programmes and the delivery of this module on them. The repeat mechanism has been clearly outlined. As the module is mandatory on all programmes where it is delivered, there will be a consistent approach to pre-requisites. In all cases, Enterprise Management will be a pre-requisite. <i>Dr Philip McGovern</i>
12	Research Methods Syllabus to be revised to specify the proposal to be developed within specialism. & to include international business research. To clarify repeat mechanism in the 2 nd semester and include on course outline.	The research methods module for both programmes has been revised in line with the external panel's condition. The MSc in Entrepreneurship LO 6 (7.5.1) has been altered to reflect the requirement for students to; 'Apply research skills gained in this module to prepare a detailed research proposal within the broad discipline of entrepreneurship' The MSc in International Business LO 6 now require students to develop a research question within the broad specialism of international business. The dissertation module has been similarly amended to include the requirement for students to undertake their research in the specialism in which they are studying hence LO1 (7.11.1) now states; 'Demonstrate scientific inquiry skills to assess the effectiveness of any research approach when faced with potential organisational research questions or problems that span or pertain to the functional areas of the discipline of entrepreneurship' Students may undertake any one of the four models (on the MSc Entrepreneurship) or three models of dissertation permissible on the MSc International Business. The MSc in International Business requires students to include consideration of some aspect of international business research as part of their dissertation proposal.

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	15 of 29

Conditions		Programme Team Response	
		<p>Students are afforded the opportunity to re-submit a failed proposal within one month of the publication of the research methods module results. Should a student fail to meet this deadline or fail on foot of the re-submission they will be required to repeat the module in its entirety which will prevent them from progressing to the dissertation proper and hence delay their graduation.</p> <p>The dissertation itself can only be repeated once and students who fail the dissertation module must repeat the entire year in line with current College regulations. The dissertation module cannot be compensated and can only be repeated once.</p> <p><i>Dr Colette Darcy</i></p>	
13	<p>Catch all condition Programme Team to demonstrate in the modules where the following topics will be addressed;</p> <ul style="list-style-type: none"> • Growth strategies • Selling • Internationalisation • Project Management • Team management and conflict • Financing • Feasibility testing • Creativity 	<p>The panel requested clarification on where a number of topics will be covered in modules on the programme specific to the MSc Entrepreneurship.</p> <p>1. Growth strategies This topic is covered in the content of <i>Enterprise Management</i> under The Evolution of Entrepreneurship, The Entrepreneurial Process, Characterising the New and Developing Firm, Acquiring and Growing and Existing Business, Entrepreneurial Lifecycles and Building the Entrepreneurial Business. It is dealt with in the assessment strategy for this module in both the Enterprise Plan and Enterprise Project which both specifically deal with growth strategies of the company in question.</p> <p><i>Managing the Organisation</i> – addresses growth strategies under the planning section of the syllabus.</p> <p><i>Strategic Marketing Management</i> – addresses it under Developing Marketing Strategies and Entrepreneurial Strategies and within the assessment strategy for this module with specific prescribed case studies which will look at growth strategies.</p> <p><i>Strategy for Decision Making</i> – addresses this under LO1 and LO4.</p> <p><i>Enterprise Simulation Game</i> – LO5, LO6 and LO8</p> <p>2. Selling <i>Enterprise management</i> – Stage 3 of the Entrepreneurial Business Plan specifically requires the use of the elevator pitch. Within the Enterprise Plan the module assessment strategy is really all about selling.</p> <p><i>Strategic Marketing Management</i> – The module syllabus contains a number of topics specifically targeted at selling namely; Managing customers and</p>	
VERSION FOR QOI	PROVIDER	National College of Ireland	
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship	
	DATE OF ISSUE	26 th June 2013	PAGE
			16 of 29

Conditions		Programme Team Response	
		<p>markets, Pricing strategies and tools, Entrepreneurial tools.</p> <p>Commercial Law - The commercial law module has a section dedicated to International sales and advertising law</p> <p>Enterprise Simulation Game - relational communications, Sales and selling, presenting elevator pitches.</p> <p>3. Internationalisation</p> <p>Enterprise management -Global aspects of entrepreneurship as a topic has been added to the curriculum.</p> <p>Managing the Organisation - International management and globalisation is a full topic on this module syllabus.</p> <p>Strategic Marketing Management - Domestic and International Marketing Environments and International Marketing Management are both specifically called as topics on this modules curriculum.</p> <p>Commercial Law - The commercial law module has a topic dedicated to International Sales.</p> <p>Strategy for Decision Making - This module also includes a topic dedicated to the international context of strategy and is specifically called out in the indicative content.</p> <p>Strategic management of innovation and technology - This module has a topic entitled Global trends influencing services innovation which speaks specifically to the international agenda.</p> <p>4. Project Management There is a specific 5 credit elective module dedicated to Project Management within the programme.</p> <p>5. Team Management and Conflict This topic is dealt with in the Managing the Organisation module specifically under Groups and Teams, Communication and Negotiation.</p> <p>Enterprise Management - the creation of the enterprise team looks at team development and conflict specially in an entrepreneurial firm.</p> <p>Enterprise Simulation Game - The module indicative content refers explicitly to project teams and partnerships and how these work effectively.</p> <p>6. Financing Enterprise Management - Financing is referenced</p>	

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	17 of 29

Conditions		Programme Team Response
		<p>on a number of occasions in this module notably; Financing the entrepreneurial venture and sources of venture finance; sources of finance and overview of issues in debt finance.</p> <p>7. Feasibility Testing Enterprise management – Within the section on Building the entrepreneurial business plan; First considerations there is a section dedicated to Opportunity assessment. In addition the assessment for this module involves the presentation of Enterprise Management Plans to a critical audience of external panel experts.</p> <p>Enterprise Simulation Game – It appears again in the Feasibility of business idea/product within the Enterprise Simulation Game.</p> <p>Strategic management of innovation and technology – There are a number of areas where feasibility testing are evidenced in this module notably; idea generation and idea screening, concept development and testing, test marketing and commercialisation.</p> <p>8. Creativity Enterprise management –Creativity and innovation called out specifically in the module descriptor under the Role and Impact of the Entrepreneur and under Considerations for the Developing Enterprise where Creativity, innovation and enterprise – the business idea are specifically called out.</p> <p>Enterprise Simulation Game – Again a similar theme can be seen within the module with reference in the syllabus to Creativity, innovation and enterprise.</p> <p>Strategic management of innovation and technology – makes reference to idea generation and idea screening.</p>

Recommendations		Programme Team Response
1	To carry out a market analysis with key stakeholders with regard to demand for the programme, profile of potential applicants, societal and economic demand responding to and unique to institutional characteristics of NCI	<p>The programme team is committed to carrying out ongoing market analysis. The suggestion from the internal panel is one which the programme team are keen to operationalize whereby prior to the commencement of each new cohort a quick survey is undertaken to establish the needs of that particular cohort. It may be that the cohort needs vary in terms of new start up entrepreneurs versus intrepeneurs working in larger firms.</p> <p>The programme team will also undertake to carry out market analysis in the traditional manner with key stakeholders. This will be undertaken by the</p>

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	18 of 29

Recommendations		Programme Team Response
		marketing team in conjunction with the programme team. Finally the programme team is committed to reviewing the programme content in line with college QA procedures every five years in its entirety and as part of this process will seek the views of industry and relevant stakeholders to ensure the programme remains current and relevant to the needs of the stakeholders.
2	A programme of guest lecturers to be identified and to be reflected in programme documentation (e.g. in the case of the M.Sc Entrepreneurship a linkage to the Innovation Centre	The programme of guest lecturers will be identified as part of the programme deployment activities. As it is not intended to deliver these programmes until 2014, it would be premature to list individuals. However, as is currently the case, guest lecturers will be chosen for their expertise and experience and will be sourced using the College's advisory boards for IT, other business development partners and the ICELT, the College's business incubation centre. This has been reflected in 8.3 of the document.
3	Academic leader to take sole responsibility for the Masters programme and their commitment to the Institution should be specified (e.g. contract in place	In keeping with the College's programme organisation processes, a dedicated programme director will be assigned to the programme. Their contract will explicitly state programme direction duties.
4	Delivery model – Block model -: To consider how best to exploit this model, as per the internal panel's recommendation.	The block delivery model is still in its infancy here at NCI however the feedback to date from both lecturers and students has been overwhelmingly positive. That said the programme team will continue to refine the delivery of the blocks to ensure that they maximise the benefits to the students while maintaining the content integrity. This will remain under review and a standing item on programme team meeting agendas.
5	Specify self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.	This recommendation has been duplicated as a condition. (C5)
6	To include Brian O'Kane's book on the Enterprise Management reading list	The reading lists provided as part of the submission documentation are indicative only. Each lecturer is expected to update their reading material on an annual basis and to make this information available to students via CourseBuilder and through the module individual handbooks. The inclusion of the book highlighted will therefore be considered by the lecturer delivering the Enterprise Management module.

MSc International Business

Conditions		Programme Team Response
1	The learning outcomes to be mapped and made specific to the award title	The learning outcomes for the MSc International Business have been mapped specifically to the award title of MSc International Business.
2	An assessment strategy to be explicit for both programmes (programme and module	Teaching and learning strategies has been revised to explicitly focus on the MSc International Business see 6.4.1.

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	19 of 29

Conditions		Programme Team Response
	strategy)	
3	Repeat Mechanisms: To be explicit for the modules and addressed in the assessment strategy	Each module now contains an explicit repeat mechanism strategy and each programme also now addresses this in the Teaching and Assessment Strategy section.
4	To specify the self-directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form	Independent learning hours are capture in each of the individual module descriptors in the table introducing each module. In addition an overview of the independent learning hours and the contact hours is provided in the Proposed Programme Schedule on page 1. Finally each module now includes a narrative providing a guideline as to how these independent hours will be utilised.
5	Reading lists across all modules to reflect actual practice (web links, journals) and less text books.	The reading lists provided in the submission document are indicative only. Our experience from previous panels has been that a core text must be provided. This has been done with each module contained in the submission document. Each year in May lecturers are required to inform the library of their reading lists for the academic year ahead. This is done via CourseBuilder and therefore allows a transparent single point of reference for both students, library and faculty as to what each lecturer is recommending on their individual modules. In addition each lecturer is required to produce a module handbook for students at the commencement of their module. The handbook must clearly state the learning outcomes for the module, the method of assessment, the repeat mechanism for assessment alongside a detailed reading list. At level 9 our expectation is for the majority of material to be from journals. The programme team have committed to undertaking a detailed review of the individual module reading material as part of their annual programme team meetings.
6	International Business Syllabus to be revised. To clarify delivery mode. To clarify group size. To achieve consistency across other programmes (e.g. ECTS). Repeat mechanism to be clarified. To either be consistent or justify the differential in the module description. Revisions to include : Irish content of International Business eg FDI, subsidiary management, born global.	The syllabus has been revised to make explicit where the content applies to the Irish context (FDI, Subsidiary management, born global, etc.). Repeat mechanism has been outlined and more detail has been provided about the delivery mode (seminars with PBL approach). The name of the module has been changed to Global Business to differentiate from similar module of lesser credit allocation which form part of the electives suite. <i>Fabian Armendariz</i>
7	Economics for Management Syllabus to be revised. To reflect an international context. Greater emphasis on the BRIC economies and other emerging economies. Less	The syllabus has been revised in accordance with the panel's condition relating to an expansion of the international element in the module. Specifically, the macroeconomics section of the module curriculum has been revised and expanded to incorporate elements of economic trade theory and business and

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	20 of 29

Conditions		Programme Team Response
	emphasis on micro economics.	<p>strategy in emerging markets. This new addition to the curriculum is titled 'Trade and business in a global economy' and also includes a sub-topic on BRICS and their impact on the global economy. Furthermore, a global macroeconomic overview of trends in emerging economies has been added to an existing part of the curriculum entitled 'A global economic overview - contemporary issues and trends'.</p> <p>The section of the curriculum encompassing Microeconomics has been reduced in size to accommodate the extension to the Macroeconomics section. Specifically, the sub-section of 'Consumer theory and its applications' have been removed from the curriculum. In addition, the section entitled 'Market Structures' has been significantly reduced with three topics remaining out of the original seven.</p> <p><i>Dr. Paul Hanly</i></p>

Recommendations		Programme Team Response
1	To carry out a market analysis with key stakeholders with regard to demand for the programme, profile of potential applicants, societal and economic demand responding to and unique to institutional characteristics of NCI	<p>The programme team is committed to carrying out ongoing market analysis. The suggestion from the internal panel is one which the programme team are keen to operationalize whereby prior to the commencement of each new cohort a quick survey is undertaken to establish the needs of that particular cohort.</p> <p>The programme team will also undertake to carry out market analysis in the traditional manner with key stakeholders. This will be undertaken by the marketing team in conjunction with the programme team. Finally the programme team is committed to reviewing the programme content in line with college QA procedures every five years in its entirety and as part of this process will seek the views of industry and relevant stakeholders to ensure the programme remains current and relevant to the needs of the stakeholders.</p>
2	A programme of guest lecturers to be identified and to be reflected in programme documentation (e.g. in the case of the M.Sc Entrepreneurship a linkage to the Innovation Centre	<p>The programme of guest lecturers will be identified as part of the programme deployment activities. As it is not intended to deliver these programmes until 2014, it would be premature to list individuals. However, as is currently the case, guest lecturers will be chosen for their expertise and experience and will be sourced using the College's advisory boards for IT, other business development partners and the ICELT, the College's business incubation centre. This has been reflected in 8.3 of the document.</p>
3	Academic leader to take sole responsibility for the Masters programme and their commitment to the Institution should be specified (e.g. contract in place	<p>In keeping with the College's programme organisation processes, a dedicated programme director will be assigned to the programme. Their contract will explicitly state programme direction duties.</p>

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	21 of 29

Recommendations		Programme Team Response
4	Delivery model – Block model :- To consider how best to exploit this model, as per the internal panel’s recommendation.	The block delivery model is still in its infancy here at NCI however the feedback to date from both lecturers and students has been overwhelmingly positive. That said the programme team will continue to refine the delivery of the blocks to ensure that they maximise the benefits to the students while maintaining the content integrity. This will remain under review and a standing item on programme team meeting agendas.
5	Specify self directed learning hours for each module and to show its implementation and assurance in narrative form and tabular form.	This recommendation has been duplicated as a condition. (C5)

If this response is acceptable to the Panel, I would be grateful if **you could sign the declaration on page 11 of the final report** of the panel (attached) and return the attached final report by Monday 11th June so that the programmes can be forwarded to QQI for consideration at its 26th June Academic Committee meeting.

Yours sincerely



John McGarrigle
Registrar & Company Secretary

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	22 of 29

3 Programme Schedules

3.1 Certificate in Service Learning

Name of Provider			National College of Ireland									
Programme Title (i.e. named award)			Certificate in Service Learning									
Award Title (HETAC named award)			Certificate in Service Learning									
Stage Exit Award Title												
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)			FT, PT, OC, Blended, Block									
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective			ISCED Subject Code		
Special Purpose	7	6	Award	7	6	10	September 2013			010		
Ref	Module Title	Sem	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks			
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Final %	Total %
	Service Learning 1		M	7	5	120	39	81	50	50		100
	Service Learning 2		M	7	5	120	24	96		100		100
Special Regulations: None.												

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	23 of 29

3.2 MSc in Entrepreneurship

Name of Provider			National College of Ireland											
Programme Title (i.e. named award)			MSc. Entrepreneurship											
Award Title (QQI named award)			MSc. Entrepreneurship											
Stage Exit Award Title			Postgraduate Diploma in Business in Entrepreneurship											
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)			FT, PT, ACCS											
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective			ISCED Subject Code				
Major	9	7	Award	9	7	90	September 2013			345				
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks					
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Practical %	Final %	Total %	
	Enterprise Management	1	M	9	10	240	30	210	100					100
	Managing the Organisation	1	M	9	10	240	30	210	50				50	100
	Strategic Marketing Management	1	M	9	5	135	30	105	100					100
	Commercial Law	1	M	9	5	135	30	105	30				70	100
	Research Methods	1/2/3	M	9	10	240	30	210	30	70				100
	Strategy for Decision Making	2	M	9	10	240	30	210	100					100
	Enterprise Simulation Game	2	M	9	10	240	30	210	15	85				100
	Strategic Management of Innovation & Technology	2	M	9	5	135	30	105		20	30		50	100
	Corporate Governance , Business Ethics and CSR	2	E	9	5	135	30	105		50			50	100
	International Finance	2	E	9	5	135	30	105		40			60	100
	Services Marketing	2	E	9	5	135	30	105	50				50	100
	Strategic HRM	2	E	9	5	135	30	105		100				100
	Foundations of the Employment Relationship	2	E	9	5	135	30	105		100				100
	International Business	2	E	9	5	135	30	105		30			70	100
	Global Value Chain	2	E	9	5	135	30	105	50				50	100

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	24 of 29

Name of Provider			National College of Ireland											
Programme Title (i.e. named award)			MSc. Entrepreneurship											
Award Title (QQI named award)			MSc. Entrepreneurship											
Stage Exit Award Title			Postgraduate Diploma in Business in Entrepreneurship											
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)			FT, PT, ACCS											
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective			ISCED Subject Code				
Major	9	7	Award	9	7	90	September 2013			345				
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks					
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Practical %	Final %	Total %	
	Management													
	Doing Business in the Cloud	2	E	9	5	135	30	105		100				100
	Strategic Project Management	2	E	9	5	135	30	105	50				50	100
	Strategic ICT & eBusiness Implementation	2	E	9	5	135	30	105		100				100
	Dissertation	3	M	9	20	500	10	490		100				100

Special Regulations:

Learners may also be allowed to exit the programme with a Postgraduate Diploma in Business in Entrepreneurship. This facility will be made available by exception to learners who for unforeseen reasons may not be able to complete the final 20 credits. In order to receive the award of Postgraduate Diploma in Business in Entrepreneurship a learner must complete all mandatory elements of the programme with the exception of the dissertation module.

A learner must pass Research Methods and be carrying at most one module (5 or 10-credit ECTS) prior to commencing the dissertation. The dissertation module cannot be compensated and can only be repeated once.

In the circumstances where a learner is resitting more than one module or in the case where they have previously failed on two attempts the dissertation module they may be required to exit with a Postgraduate Diploma in Business in Entrepreneurship if they have successfully passed all mandatory elements of the programme .

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	25 of 29

3.3 MSc in International Business

Name of Provider		National College of Ireland												
Programme Title (i.e. named award)		MSc. International Business												
Award Title (HETAC named award)		MSc. International Business												
Stage Exit Award Title		Postgraduate Diploma in Business in International Business												
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)		FT, PT, ACCS												
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective		ISCED Subject Code					
Major	9	7	Award	9	7	90	September 2013		345					
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks					
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Practical %	Final %	Total %	
	Global Business	1	M	9	10	240	30	210	100					100
	Managing the Organisation	1	M	9	10	240	30	210	50				50	100
	International Marketing	1	M	9	5	135	30	105	100					100
	Corporate Governance , Business Ethics and CSR	1	M	9	5	135	30	105		50			50	100
	Research Methods	1/2/3	M	9	10	240	30	210	30	70				100
	Strategy for Decision Making	2	M	9	10	240	30	210	100					100
	Economics for Management	2	M	9	10	240	30	210	60				40	100
	International Finance	2	M	9	5	135	30	105		40			60	100
	Services Marketing	2	E	9	5	135	30	105	50				50	100
	Strategic HRM	2	E	9	5	135	30	105		100				

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	26 of 29

Name of Provider			National College of Ireland											
Programme Title (i.e. named award)			MSc. International Business											
Award Title (HETAC named award)			MSc. International Business											
Stage Exit Award Title			Postgraduate Diploma in Business in International Business											
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)			FT, PT, ACCS											
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective			ISCED Subject Code				
Major	9	7	Award	9	7	90	September 2013			345				
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks					
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Practical %	Final %	Total %	
	Foundations of the Employment Relationship	2	E	9	5	135	30	105	100					100
	Strategic Marketing Management	2	E	9	5	135	30	105	100					100
	Commercial Law	2	E	9	5	135	30	105	30				70	100
	Strategic Management of Innovation & Technology	2	E	9	5	135	30	105	50				50	100
	Global Value Chain Management	2	E	9	5	135	30	105	50				50	100
	Doing Business in the Cloud	2	E	9	5	135	30	105		100				100

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	27 of 29

Name of Provider		National College of Ireland												
Programme Title (i.e. named award)		MSc. International Business												
Award Title (HETAC named award)		MSc. International Business												
Stage Exit Award Title		Postgraduate Diploma in Business in International Business												
Modes of Delivery (FT/PT/ACCS/BLENDED/OC etc)		FT, PT, ACCS												
Award Class	Award NQF Level	Award EQF Level	Stage	Stage NQF Level	Stage EQF Level	Stage Credit (ECTS)	Date Effective		ISCED Subject Code					
Major	9	7	Award	9	7	90	September 2013		345					
Ref	Module Title	Semester	Module		ECTS Credit Number	Total Student Effort			Allocation of Marks					
			Status (M/E)	NQF Level		Total Hours	Contact Hours	Independent Learning	CA %	Project %	Practical %	Final %	Total %	
	Strategic Project Management	2	E	9	5	30	135	30	50				50	100
	Strategic ICT & eBusiness Implementation	2	E	9	5	30	135	30		100				100
	Dissertation	3	M	9	20	10	500	490		100				100

Special Regulations:

Learners must take 1 elective (5 ECTS) from the available electives in Semester 2

Learners may also be allowed to exit the programme with a Postgraduate Diploma in Business in International Business. This facility will be made available by exception to learners who for unforeseen reasons may not be able to complete the programme. To be awarded with a Postgraduate Diploma, the learner must have completed all mandatory modules with the exception of the Dissertation.

A learner must pass Research Methods and be carrying at most one module (5 or 10-credit ECTS) prior to commencing the dissertation. The dissertation module cannot be compensated and can only be repeated once.

In the circumstances where a learner is resitting more than one module or in the case where they have previously failed on two attempts the dissertation module they may be required to exit with a Postgraduate Diploma in Business in International Business if they have successfully passed all other elements of the programme resulting in accumulation of 70 credits.

VERSION FOR QOI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	28 of 29

4 NCI Memo on Context of Validation

**National College of Ireland
Validation of :**

Certificate in Service Learning, Special Purpose Award, Level 7, 10 ECTS
MSc in International Business
MSc in Entrepreneurship

These programmes were evaluated using HETAC's policy for devolution of validation sub-processes as authorised by QQI. The programmes were submitted to QQI in March 2013 . A desk review had not been received from QQI, however permission to proceed with the panel was given.

Membership of the Expert Panel was agreed with QQI's Programme Accreditation Unit. No member of the panel has indicated a conflict of interest and has signed a declaration to that effect.

The panel considered the programmes' submission documents, self-evaluation report. The final report was agreed by the panel. The programme team's response to the Expert Panel's agreed report has been considered by the panel and the Chair has indicated in the final report that the panel is happy that the conditions of the report have been fulfilled and that the programmes should be recommended to QQI for approval.



John McGarrigle
Registrar & Company Secretary
26th June 2013

VERSION FOR QQI	PROVIDER	National College of Ireland		
	PROGRAMME	Cert SL; MSc Intl Bus; MSc Entrepreneurship		
	DATE OF ISSUE	26 th June 2013	PAGE	29 of 29