



Smurfit Executive Development  
UCD Michael Smurfit Graduate Business School

# DIPLOMA IN STRATEGIC GROWTH

(BIOTECH & PHARMA INDUSTRY)



Executive Education  
Ranking 2020

**1** IN IRELAND  
FOR OPEN ENROLMENT

**27** IN EUROPE  
FOR OPEN ENROLMENT

**42** GLOBALLY  
FOR OPEN ENROLMENT

# PART-TIME EXECUTIVE PROGRAMME

## PROGRAMME DETAILS

### Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. Workshops are held on Fridays and Saturdays to minimise interference with busy work schedules. 100% attendance is required.

### Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is on the practical application of knowledge to benefit the participant, their team and their organisation.

### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in Strategic Growth (Biotech & Pharma) by UCD Smurfit Executive Development (30 credits at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

### Module 1

#### The Changing Dynamics of the Life Sciences Landscape

- Understand the complexity of the business, market forces, scientific drivers and changing contexts of the life sciences landscape;
- Analyse the decision-making processes used under high risk, for example, risk aversion in drug regulation;
- Understand how the industry capitalises on the increasing complexity of the biological sciences and regulations;
- Understand the impact of high drug prices and potential solutions such as the Health Impact Fund;
- Gain greater insight into the future of the biotech & pharma industry.

### Module 2

#### Leading & Strategising in Pharmaceutical and Biotech Organisations

- Assess the profit prospects and dynamics in the biotech & pharma industry;
- Identify and critique business level strategies pursued in the industry;
- Examine and appraise the M&A activity in the industry;
- Analyse industry structures and business level strategies in adjacent industries;
- Develop the appropriate leadership responses to the challenges facing the biotech & pharma industry.

## PROGRAMME OVERVIEW

The life science industry is fast-moving and complex. Healthcare reform and changes in technology, government policy and consumer expectations are revolutionising relationships with key stakeholders and impacting operations in unforeseen ways. Add to the mix the increasing cost of healthcare, particularly in the western world, due to ageing populations; pressures to reduce costs by governments; the change in focus to biotechnology products due to their health benefits and also the "patent cliff".

The Diploma in Strategic Growth (Biotech & Pharma Industry) is designed to equip executives in the field of life sciences with the knowledge, skills, tools, techniques and strategic perspective required to effectively analyse and manage complex problems. The programme reflects the critical beliefs that companies who succeed in the face of challenges will do so by placing a renewed emphasis on innovation. Moreover, they will adapt effectively in the face of change and uncertainty and will position themselves as a vital partner in the healthcare system. Led by an esteemed group of academics and experts, the programme covers topics such as the changing dynamics

### Module 3

#### Venture Dynamics in Life Sciences

- Understand the dynamics of new venture creation, development and financing in both new start-up firms and within established firms;
- Identify the key drivers of value creation in early-stage science-enabled new ventures;
- Develop an understanding of the funding life cycle, investment horizon, risk management and exit options in new life science ventures from concept to customer;
- Gain an understanding of the theoretical foundations in the context of a start-up life science business;
- Examine the perspectives and focus of venture capital investors evaluating life science investment opportunities.

in the healthcare business, taking innovation from bench to market, transitioning to a leadership role, launching a start-up, managing supply chain strategies and more. Armed with these tools and frameworks, participants will be prepared to face new challenges and embrace new opportunities that demand a management mind-set.

## Who is it for?

Participants will be experienced working professionals in companies whose products require regulatory approval, as well as firms that support such companies. In particular, the programme is suitable for:

- Managers and high potential executives who are currently working in the life sciences industry and wish to take on a more strategic role in their organisation;
- R&D, manufacturing, quality assurance and technical managers who are taking on greater responsibilities and more business-driven roles;
- Executives who require better insight into the principles of life science innovation;
- Managers who want to anticipate future trends in the industry and assess their impact on their organisation as well as their professional advancement;
- Executives who aspire to lead cross-functional or multidisciplinary teams in life science organisations;
- Those involved in change management who will gain a better understanding of the culture within biotech and pharmaceutical organisations.

## FACULTY

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers and accomplished authors. Through publishing, consulting and teaching they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays, individual assessment and one-on-one coaching, so as to deliver a unique and lasting learning experience.

## Key Benefits

The participants will:

- Understand the exceptional nature of the life sciences industry and how it will transform into a fourth industrial revolution;
- Acquire insight into the linkages between strategy and organisational culture in life science organisations;
- Gain in-depth knowledge into the dynamics of new venture creation, development, and financing in both new start-up firms and within established firms;
- Evaluate an organisation's supply chain and understand the impact of regulatory, technical and market developments and identify opportunities to innovate supply chain solutions;
- Examine the requirements of leadership in highly innovative life science R&D environments;
- Gain insight into the latest management thinking on the role of economics and health economic evaluations in biotechnology derived products.

### Module 4

#### Managing the BioPharma Supply Chain

- Gain insights into the role of Supply Chain Management in the analysis of business operations;
- Understand the fundamentals of supply management and supply chain relationships;
- Assess the strategic impact of technology on value in supply chains;
- Conduct an analysis to identify opportunities for competitive advantage through supply chain innovation.

### Module 5

#### Leading the Innovative Enterprise

- Understand a theoretical framework that allows structured thinking about leadership in innovative enterprises, its antecedents and its impact;
- Gain a deeper understanding of the key leadership skills required in the life sciences industry and the challenges it faces in an innovative industry such as biotech & pharma;
- Deepen insight and knowledge of cross functional expertise where specialist knowledge is key to success;
- Understand the impact of culture on the success of the innovative enterprise.

### Module 6

#### Health Economics and the Price of Biotechnology

- Gain an understanding of why health economic evaluations and health technology assessment for innovative medicines and other health technologies are needed;
- Understand the key concepts, principles and methods of health economic evaluations;
- Evaluate the use of Health Economics and Health Technology Assessment (HTA) in pricing and reimbursement decision-making processes;
- Understand the role of health economic evaluations throughout the lifecycle of a health technology.

# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

## Fees

The fee of €7,945 or €7,547 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

## How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

*This programme gave me a great opportunity to explore multiple facets of the complete pharmaceutical and biotechnology industries with fellow participants who brought a huge wealth of combined experience. It has brought me through the complete end to end process of our industry, its associated past, present and potential future as well as assist me with my understanding and horizon viewpoint of the sector. Through the facilitation of skilled faculty and industry SME's, the overall programme, delivered via a series of highly interactive, informative modules has been a great experience.*

**Gene Russell, Site Engineering Lead,  
Pfizer Biotech**



## Executive Education Ranking 2020

## Pathway to the MSc in Business

### (Leadership & Management Practice)

The Diploma in Strategic Growth (Biotech & Pharma Industry) forms part of the MSc in Business (Leadership & Management Practice) pathway. The Pathway framework is comprised of ten diploma programmes. If participants successfully complete three of these ten diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership & Management Practice).

The other diploma options available in the Masters pathway are as follows:

1. Professional Diploma in Advanced Management Performance
2. Professional Diploma in Leadership Development
3. Professional Diploma in Strategy Development & Innovation
4. Professional Diploma in Organisational Change & Transformation
5. Professional Diploma in Business & Executive Coaching
6. Professional Diploma in Corporate Governance
7. Professional Diploma in Strategic Growth (Food Industry)
8. Professional Diploma in Business Finance
9. Professional Diploma in High Performance Sales & Business Development

## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. 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 international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is the only Irish member of UNICON, an invitation-only alliance of the world's leading university-based executive education providers.

UCD Smurfit Executive Development has been ranked 1st in Ireland, 27th in Europe and 42nd in the world for its Open Enrolment programmes according to the prestigious 2020 Financial Times Executive Education Rankings. Our customised programmes have also been ranked at 47th in the European top 50. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

### Smurfit Executive Development

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

[www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

Tel: +353 1 716 8889

Email: [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie)