



Smurfit Executive Development
UCD Michael Smurfit Graduate Business School

DIPLOMA IN ADVANCED MANAGEMENT PERFORMANCE



Executive Education
Ranking 2020



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 Advanced Management Performance by UCD Smurfit Executive Development (30 ECTS 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

Marketing Strategy for Profitable Growth

- Align organisational marketing strategy between marketing competencies, customers and competitors;
- Understand how to leverage current market position to sustain growth whilst identifying and exploiting new market opportunities;
- Manage marketing relationships for long-term commercial benefit;
- Develop a marketing dashboard to drive team performance from the leadership team.

new

Module 2

Building Competitive Advantage through Operations & Supply Chain

- Gain insights into the role and importance of operations and supply chain management;
- Identify opportunities for competitive advantage through supply chain innovation and operations;
- Examine the drivers of operational excellence and the participant's role as a senior leader;
- Learn why some companies consistently execute better than others.

new

Module 3

Decision Making for Strategic Execution

- Explore principles and tools for effective decision making and strategy execution;
- Decision-making in uncertain and complex conditions, ensuring that organisational decision processes are effective;
- Setting goals and motivating people to achieve them;
- Effective feedback principles for reaching those goals, and creative problem solving.

PROGRAMME OVERVIEW

For many executives who have already achieved success as a functional expert, stepping up to a wider management role can be a difficult and potentially risky transition. You will need a comprehensive toolkit in order to make this transition from specialist to generalist a successful one. The newly refreshed Diploma in Advanced Management Performance (AMP) will give executives the confidence to manage the complexity you will be facing as you develop from a specialist into a generalist. In short, AMP's unique tools and insights will prepare executives to succeed in this most difficult of transitions, the point in a manager's career when they need to quickly expand their knowledge of business. It will give executives the solid foundation to be able to go back to work able to ask the right questions and challenge your teams to think differently. The combination of theory and real-world application with an immersive learning experience makes this a very practical programme. Participants will return to their organisation with the necessary analytical skills and strategic toolkit for improving both short-term and long-term performance..

Who is it for?

- Managers with a minimum of five years of management experience;
- High-potential mid-level executives ready to expand their responsibilities;
- Experienced functional or technical specialists currently in transition to general management;
- General managers, country managers or business unit heads;
- Managers of large/complex projects across teams, functions or borders.

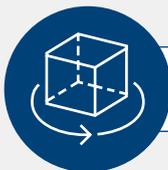
Key Benefits

Upon completion of this programme, participants will be equipped with the skills and knowledge to support their organisation's vision and strategy with a view to driving short-term and long-term performance.

- Develop a personal vision and personal development plan that reflects enhanced knowledge, capabilities and insight;
- Expand capacity to lead cross-functional initiatives and corporate projects;
- Gain in-depth knowledge of business functions and the key skills necessary to integrate them across the organisation, from working with people and driving growth and innovation right through to executing and delivering results.

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.



SIMULATION EXERCISE

A simulation exercise will take place during module 2 on Building Competitive Advantage through Operations and Supply Chain. The simulation will stimulate active engagement of participants so they can make decisions and see the results of their decisions, test a hypothesis and receive immediate feedback.



OFFSITE ORGANISATION VISIT

An offsite visit to a leading organisation will take place during module 4 on Project Management for Executives. This visit will provide participants with hands-on opportunities for learning through exposure to diverse working methods and interaction with unfamiliar industries and organisational structures.

new

Module 4

Project Management for Executives (including site visit)

- Site visit to a leading organisation for an in-depth hands-on opportunity to learn about project management
- Understand the language, philosophy and tools necessary to lead projects from inception through completion;
- Develop a methodological approach to plan, organise, motivate, and control resources in order to achieve specific business outcomes;
- Learn how to manage projects in a fast paced every changing VUCA world

Module 5

Improving Business Profitability

- Develop robust business cases in financial terms;
- Appreciate the key distinction between corporate profitability and cash-flow and the consequent implications for long-term value creation;
- Analyse the financial approaches used to evaluate capital investment decisions;
- Understand the linkages between managerial decision making and corporate financial performance;
- Appraise the financial consequences of business decisions and make appropriate decisions on financing options.

Module 6

Personal Impact and Presence

- Understand how to apply the principles of personal effectiveness and persuasion to real-world leadership challenges and opportunities;
- Examine the drivers of exceptional leaders and how they influence their company and the people around them;
- Acquire and practice communication skills to strengthen influence and avoid habits and obstacles that can erode impact;
- Develop a personalised action plan for strengthening personal presence and delivering desired results.

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 €8,260 or €7,847 (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

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 or visit www.smurfitschool.ie/executivedevelopment

The Diploma in Advanced Management Performance provided me with a very practical set of skills to effectively manage business objectives, deliver high-value outcomes and lead teams. The taught programme and shared classroom experiences developed invaluable insight into core management concepts and relatable business challenges. I acquired new skills in areas of management such as leadership, strategy, business development, marketing and finance.

**Ross Spelman, Manager,
Enterprise Risk Advisory Services Deloitte Ireland**

Pathway to the MSc in Business (Leadership & Management Practice)

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

The Diploma in Advanced Management Performance strengthened my knowledge and understanding of key business functions and how value is created by integrating functional capabilities. It helped to enhance my performance in my current role whilst at the same time reinforcing my skills to take on new responsibilities. The modular programme structure was hugely beneficial as this format was convenient from a work perspective. A great programme with valuable tools and models that can be applied at work.

**Mary Matthews, Financial Controller,
Dancor Civil Engineering Limited**

Smurfit Executive Development

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.



Executive Education Ranking 2020

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.

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